United States
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Agriculture

Forest Service

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Ideas
For Limits of Acceptable Change Process

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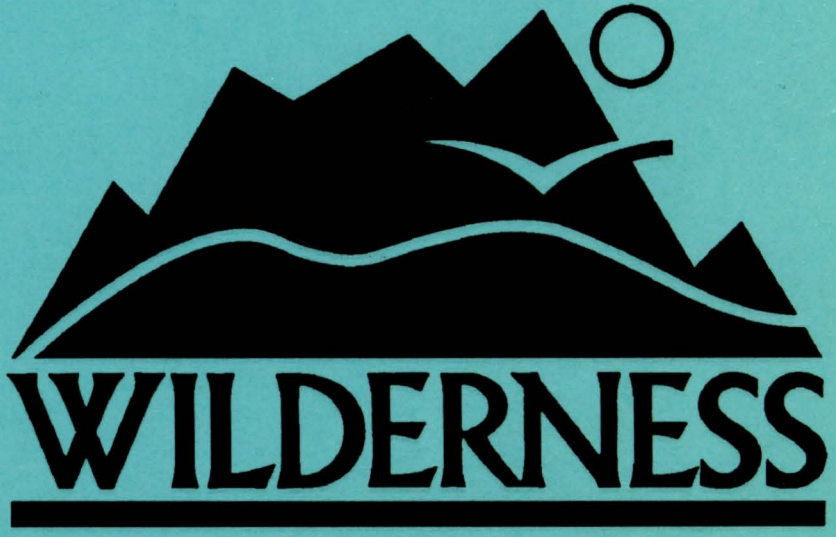

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IDEAS FOR THE

LIMITS OF ACCEPTABLE CHANGE

PLANNING PROCESS

BOOK ONE

1992

U.S. Department of Agriculture
Forest Service
Recreation, Cultural Resources, and Wilderness Management Staff
Washington, DC

Edited by Linda Merigliano
Bridger-Teton National Forest

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INTRODUCTION

The 1964 Wilderness Act establishes concepts and purposes for Wilderness. Enabling legislation for individual Wildernesses provides additional Congressional direction. National policy to carry out the Wilderness Act is described in the wilderness management section of the Forest Service Manual (FSM 2320) as well as in Manual sections relating to specific resources that are managed in wilderness. However, because each Wilderness is unique, the key planning documents are the Forest Plan that provides direction for each Wilderness, and an Action Plan (Wilderness Implementation Schedule) that outlines how wilderness direction will be carried out.

The purpose of the Forest Plan Wilderness Management Direction is to provide a vision to guide day-to-day decisions that will move a wilderness from its existing condition to a desired future condition that meets the intent of the enabling legislation.

In response to Congressional interest in Forest Service Wilderness Management, the Forest Service is committed to completing Wilderness Implementation Schedules for each Wilderness by 1993. The Wilderness Implementation Schdule (WIS) should outline a schedule of actions, responsibilities, target dates and budget and staff needs to bring existing conditions into compliance with Forest Plan standards and guidelines. However, as Forests begin this process, many are finding that the Forest Plan Wilderness direction is not adequate. In these situations, the WIS can be used to outline the actions, responsibilities, target dates, and budget and staff needed to conduct NEPA analysis and amend the Forest Plan. More on Wilderness management planning can be found in this Ideas Book.

The Limits of Acceptable Change (LAC) planning process is recommended as a method to structure development of Forest Plan Wilderness direction. Where the LAC process has been combined with good public involvement, it has resulted in greater public ownership in Wilderness management and helped resolve issues at the local level. There are numerous managers currently using the LAC process or anticipating beginning the process in the near future. Many of these managers were asking similar questions and experiencing similar problems, thus the idea for a LAC Implementation Workshop was born.

Workshop Objectives:

- To bring together managers and task force members to brainstorm ideas for effectively implementing the LAC planning process.
- To develop a network of expertise.
- To assist managers who will be implementing the process in the near future.

Workshop Format: The workshop was held May 6-8, 1991 in Jackson, Wyoming. Participants were primarily from the Forest Service with nine regions and research stations represented. However, 24% of the participants came from universities, the BLM, and National Park Service or were task force members. Day one provided an overview of the LAC process and the current status of various LAC-based plans. Day two consisted of presentations on consensus decision-making and conflict resolution and six small group sessions. Day three consisted of five more small group sessions. The workshop ended with a brainstorm of ideas on building an information network. *Ideas for LAC Book One* presents a summary of the presentations and small group sessions as well as a list of references and contact people. Since small group sessions were designed as brainstorming sessions, results are displayed as lists of ideas. Ideas for LAC Book Two presents examples from selected planning processes. Key reports, articles and training materials pertaining to the LAC process are also included.

LIMITS OF ACCEPTABLE CHANGE CHARACTERISTICS

Presentation by Lee Carr, Wilderness Specialist, Rocky Mountain Region.

What LAC is:

- LAC is defining a desired future condition for wilderness or for a recreation setting that can be measured and managed for.

- LAC is a process for establishing acceptable resource and social conditions and prescribing appropriate management actions.

- The LAC process is becoming institutionalized within the Forest Service but there are no guidelines on where, when, why, and how LAC sould be applied. Orginally, LAC focused primarily on setting recreation direction but it since evolved to include other issues (e.g. air, water, range).

Core Requirements for Effective Wilderness Planning:

- Management by objectives system
- Development of minimally acceptable conditions
- Development of monitoring procedures
- Extensive/intensive public involvement

Link with forest plans:

In deciding whether the forest plan provides adequate direction, ask if it establishes:

- Management direction for each Wilderness
- A desired future condition
- One or more management area prescriptions with standards and guidelines
- A description of the relationship and coordination between resources
- Does it meet the intent of 36 CFR293 and 36 CFR219*
- Monitoring requirements
- Consistent management direction between districts, Forests or Regions for multi-unit Wildernesses.
- Developed with public participation

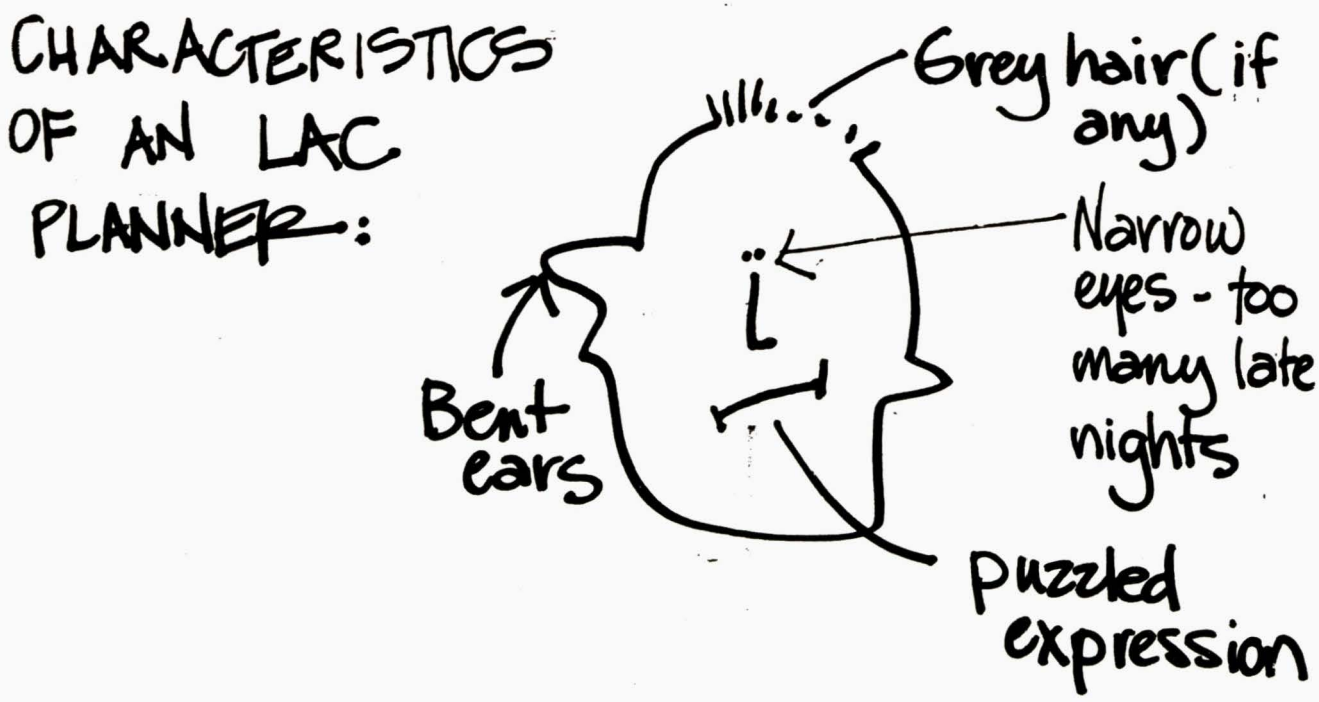
If the answer is NO, consider amending your Forest Plan using the LAC process to develop new direction.

* These regulations translate provisions of the Wilderness Act of 1964 into laws which the Forest Service must comply with under the National Forest Management Act (NFMA).

What LAC is not:

Often, to understand what wilderness planning using the LAC process and transactive public involvement means, it is helpful to understand what it is not.

- Does LAC mean just doing a campsite inventory? NO
- Does LAC mean a task force must be used? NO, although using a task force appears to be effective to build citizen ownership and support of the wilderness management plan.
- Does using a task force mean "business as usual" in how managers and citizens interact? NO. While agencies retain legal authority for decisions, using a task force means managers must be willing to share decision-making with the public.
- Will LAC result in less money needed for management of wilderness? NO. While the LAC process helps focus management attention on areas where conditions are worse than acceptable standards, the reality is that the LAC process shows how extensive the total wilderness management job is, thus more money is typically shown to be needed.
- Will the LAC process resolve all issues and end controversies over wilderness management? NO
- Is the LAC a simple, cookbook, "how to" series of steps? NO
- LAC is not a plan (there is no LAC Plan) nor is it simply a standard - it IS a planning *process*.



Small Group Session - LAC Characteristics

What are the primary characteristics of the LAC planning process?

- Sets baseline for monitoring resource conditions
- Develops a desired future condition
- Selects indicators for monitoring which relate to issues
- Provides a framework to consider effects on lands adjacent to Wilderness
- Identifies management actions that are ties specifically to correcting unacceptable conditions
- Helps evaluate the effectiveness of management strategies
- Defines what is acceptable and unacceptaable
- Is cost-justifiable

What does the LAC planning process require?

- Internal and external commitment (money, time, support)
- Education about the process both internally and externally
- Prior knowledge of pertinent laws and policies
- Combination with good public involvement for effective plan implementation (informal input, citizen task force, visitor surveys, information/education programs, open houses, workshops, forums)

What skills are needed to complete the LAC planning process?

1. **Task force groups** must be diverse, represent a range of opinions and values. The group must have clear objectives and know what is negotiable and what is not. Sideboards must be set at the beginning. Good communication among all members is needed.

2. **Task force member skills:**

   - Willingness to be a team player
   - Willingness to negotiate and compromise
   - Willingness to work within the process
   - Willingness to stay within sideboards
   - Willingness to listen and learn from other people with different views
   - Must be able to represent their constituencies (it may be necessary to interview and screen members)
   - Must have ownership and commitment to the process and product
   - Must have patience and willingness to keep working toward the goal even when progress is slow and frustrating
   - Must personally know the area and/or be familiar with issues
   - Must accept that conflicts will exist and be willing to work toward resolution
   - Ability to communicate

3. **Agency manager skills:**

   - Willingness to take risks
   - Willingness to be visible and involved throughout the process
   - Thorough understanding of legislation and national policy to know what is negotiable and can establish clear sideboards
   - Willingness to listen, ability to communicate
   - Willingness to commit time and funding to process
   - Ability to involve and motivate others
   - Recognition that citizens can and should be involved in decision making on a continuing basis
   - Recognition that there is latitude in how wilderness management problems can be handled

- Knowledge of a structured planning process to focus citizen input so people's time is used wisely
- Acceptance of conflict and willingness to work toward resolution
- Field people need to be involved and able to work to inventory and monitoring
- Resource specialists need to be available to assist with educational presentations, indicator selection, monitoring, and statistical analysis

4. Facilitator skills:

- Must be seen as unbiased and credible (must not have personal stake in outcome)
- Ability to not take conflicts personally
- Must be able to attend all meetings and help develop strategy for each meeting
- Must be articulate and respectful of others' views - willingness to work on behalf of all group members
- Ability to keep meetings focused and on track - ability to focus group discussions and energy
- Ability to build trust among group members
- Ability to get all group members to participate
- Negotiation skills - ability to deal with conflict situations

What resources are available to assist with the LAC process?

- Forest plans, legislation, policies, wilderness management principles
- Citizens with interest in wilderness
- Media
- Other managers and citizens who have been through the LAC process
- Conference proceedings
- Journal articles on the LAC process and public involvement
- Training sessions
- Networks and mailing lists
- Professional societies and associations
- Researchers at Experiment Stations
- Researchers and teachers at universities
- Resource specialists within agencies
- Associations such as NOLS
- Washington Office publications - Ideas for WIS and Ideas for LAC
- Volunteers
- Consultants and facilitators - private conflict resolution companies
- People who have completed the LAC trainers course

Small group session led by Lois Ziemann - Bridger-Teton National Forest, and Donald Hoffman - Apache-Sitgreaves National Forest.

STATUS OF CURRENT LAC-BASED PLANS

Presentation by Lynn McCoy, Masters candidate at the University of Idaho Department of Resource Recreation and Tourism

This presentation was a summary of *preliminary* results of a survey of wilderness managers and task force members who have finished or are in the process of completing LAC-based wilderness plans in 5 western states. The purpose of the study is to determine how the LAC planning process is being applied in comparison with how researchers who developed the process intended it be applied. The survey found 62 Wildernesses where the LAC process was being used to develop management direction. One-half were using a public task force throughout the process; the other half were primarily using a Forest Interdisciplinary Team along with mailed public input or scoping meetings.

Preliminary findings for areas where a public task force was not used:

- A Forest Interdisciplinary Team was the most common format for developing plan
- There was great variety in the depth of detail and interpretation of LAC steps
- Often there was no link between indicators, standards and management actions
- Over 50% of the documents appear to be primarily campsite inventories
- Most had identified area issues and concerns but public input was not always incorporated
- All areas had identified indicators and conducted inventories
- Most did not identify a range of alternative opportunity class allocations
- Most identified management actions but did not analyze alternative actions
- Most did not analyze what user groups would be affected and how, but did analyze the feasibility of alternatives
- It was more common to contact other resource managers than citizens
- Most had set up monitoring plans but some felt the monitoring system would not identify trends that required action
- Most felt that sufficient baseline data was not available for selecting indicators and establishing standards
- Most felt that the LAC process can help solve allocation issues

Although analysis of wilderness plans developed jointly with public task groups may present a different picture, the results suggest that improvements are needed in how the LAC process is applied.

THE LIMITS OF ACCEPTABLE CHANGE

PLANNING PROCESS

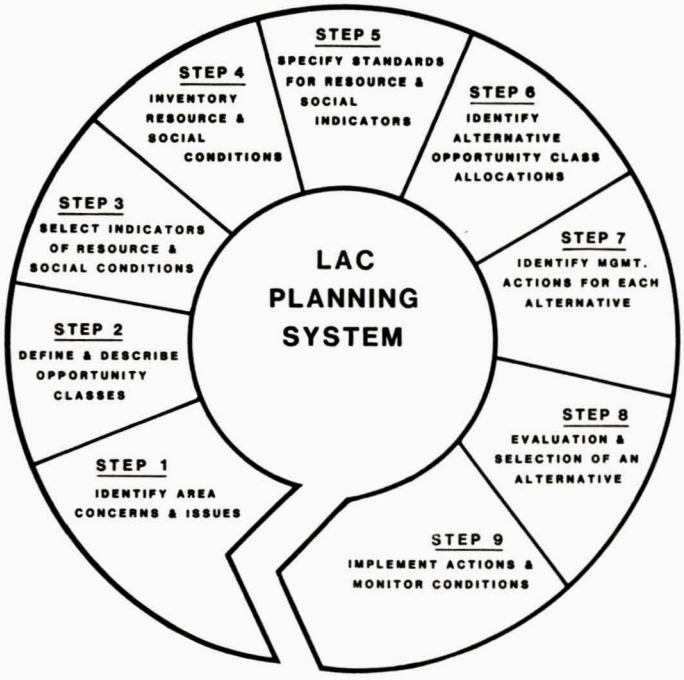


Figure 1.—The Limits of Acceptable Change (LAC) planning system.

EXPECTATIONS OF THE LAC PLANNING PROCESS

Any planning process has strengths and weaknesses. If unrealistically high expectations are set for a planning process, it is doomed to failure. This session was designed to help clarify the benefits of the LAC process and set clear expectations for what issues/problems can really be resolved through use of the LAC planning process.

What are reasons for choosing to use the LAC planning process?

- Allows integration of recreation as a resource within wilderness
- Allows managers to provide a range of experience opportunities
- It is easier to determine demand with a wide variety of opportunity classes
- Improves information gathering which leads to better decisions
- It is more than just a monitoring process
- Provides a strategy to bring the Forest Plan up to an acceptable level for wilderness management
- Provides a structure for public involvement - allows for extensive public involvement
- Encourages public to get involved in wilderness management - partnerships
- It is a dynamic process
- Provides credibility for decisions by external publics
- Mandated by regional guidelines or current Forest Plans
- Requires setting objectives and defines desired conditions
- Increases public awareness of issues - lots of education occurs which leads to better public support
- It is compatible with other processes
- It is well accepted
- It has proven to be effective
- There aren't many other planning processes to choose from - it is available
- It provides a good base for management which is better than carrying capacity - looks at quality rather than just quantity
- Helps identify staff and budget needs
- It is a systematic, flexible process
- Helps focus on specifics of wilderness management - NEPA is too broad
- Publics are asking agencies to use process
- Provides framework to identify how to measure conditions
- State-of-the-art planning process that has continuity from manager to manager
- Existing management direction was very vague and LAC process offered way to obtain more specific direction

What kind of problems/issues can the LAC process help resolve?

- Monitoring requirements
- Campsite impacts
- Non-recreation issues (e.g. fire, air quality)
- Helps determine if perceived problems are really there (e.g. overuse)
- Helps compete for funding by better defining what the wilderness management job entails
- Can be applied to problems/issues outside of wilderness
- Helps guard against the slow erosion of wilderness values
- Horse/hiker conflicts
- Range/recreation conflicts
- Recreational grazing
- Exotic plants
- Trail standards
- Trail and trailhead access

- Administrative sites
- Outfitter/guide allocation and management
- Cave management

The LAC process combined with public involvement that allows citizens to share in decision-making can help resolve:

- Polarized issues - helps citizens communicate better, break down stereotypes, and focus on solutions
- User conflicts
- Poor credibility with the public
- The potential for appeals

What kind of problems are very difficult or impossible to solve using the LAC process?

- Uses and management direction mandated through legislation (e.g. T&E species, grazing, mining, cultural resources)
- Education of the general public
- Support of the management program by the general public
- Private land rights and access
- Value conflicts - some issues are just too far apart or emotional
- Lack of internal agency commitment and funding
- Political questions
- External threats
- Different ownerships of land
- Game population numbers
- Immediate problems/issues requiring quick action
- Boundary issues
- Illegal uses, e.g. smowmobile, mountain bike use

How is the LAC process different than what was done in the past?

- Focuses on impacts/conditions/effects rather than numbers of people
- Looks at a broader spectrum of management actions
- Establishes measurable goals and realistic standards
- Level of public involvement needed is higher - requires more than simply public review
- Allows public to come up with some solutions
- Leaves tracks - conditions which lead to management action are documented
- Builds understanding and agreement of problems and cooperative management decisions if citizens are actively involved
- Results in more defensible decisions than the carrying capacity approach did - decisions are based on data more than gut feelings
- Provides a better plan of action for management
- Builds awareness that wilderness is more than recreation
- Recognizes that some change in conditions is inevitable
- Brings planning process out in the open
- Provides a catalyst for the development of partnerships and public ownership
- It requires good baseline data (more data intensive)
- More accurately protrays budget and staffing needs
- Requires increased level of training on part of managers

What are the benefits of the LAC planning process to the wilderness, to managers, and to the public?

- Provides accountability to defined standards - creates expectation among citizens that managers will follow through on actions
- Sets a non-degradation floor
- Allows for the quantification of conditions
- Recognizes non-recreation uses
- Results in more educated, aware, and supportive public
- Allows specificity while providing consistency between managers
- Facilitates a win-win solution
- It requires action when limits are exceeded
- Brings wilderness into the "big time"
- Increases awareness of legitimacy and complexity of wilderness management both within the agency and with citizens
- Provides a means to identify and correct unacceptable conditions
- Defines area specific goals for desired future conditions
- Provides defensible cost estimate for wilderness management
- Provides means of measuring whether conditions are improving
- Provides for intensive, 2-way public involvement and proactive planning
- Builds trust and limits the potential for appeals

LAC AND FOREST PLANNING

Because the LAC planning process was developed specifically as a framework for wilderness in response to deficiencies with the carrying capacity approach, it has been viewed as somehow separate from Forest Plans and the NEPA process. Slight differences in how issues and standards are defined in the LAC process has also caused confusion. To further complicate matters, the LAC process became associated with the Wilderness Implementation Schedule (Action Plan). Some managers tried to use the WIS as a substitute for Forest Plan Direction rather than amend and update Forest Plan Wilderness Direction. The end result has been considerable confusion about the relationship between the Forest Planning, Wilderness Implementation Schedules, the LAC planning process and NEPA. Participants in this small group session brainstormed ideas in response to the following questions.

What is the relationship between LAC, NEPA, and NFMA?
What is the link between LAC and requirements of the Forest Plan?
How do you tie the WIS to the Forest Plan?
What goes into the Forest Plan; what goes into the WIS?
What should be included in a practical, working WIS? Are they currently too long and cumbersome to be effective?

- NEPA is law
- LAC is not law or policy but is encouraged by regional guidelines
- LAC can result in a decision document that meets NEPA requirements
- LAC is an analytical process that can be used to develop a Forest Plan Amendment
- Both NEPA and LAC requires analysis of alternatives

The Role of the Task Force in LAC Planning and NEPA:

- Be aware that having task force actively involved in planning creates some expectation that recommendations will be implemented. The manager must assume some risk in working with the task force to support their recommendations as much as possible and insure implementation of the management plan once it is approved.
- It is unwise to have the task force go through the entire process and then have their preferred alternative be treated as just one alternative to be looked at by the ID team.
- Empower Forest Service people working with the task force.
- The Forest ID team needs to be involved directly with the task force.
- The ID team should work jointly with the task force to develop alternatives and analyze the effects of the alternatives.

Relationship between LAC process and Forest Plan:

- The LAC planning process results in decisions that should be incorporated into the Forest Plan.
- Must be aware of what is required by NFMA and NEPA and decide upfront how to integrate LAC process with NEPA and NFMA requirements.

- Line officers and the ID team must be committed to using the LAC process.
- The LAC process is a tool for structuring the analysis - it is not end in itself.
- The ID team should be analyzing alternatives developed by the task force.
- Opportunity classes are equivalent to management areas or zones.
- Develop a glossary. The terminology is killing us. Use terms the Forest Service and general public can relate to.
- Talk with Forest Planning people about what LAC is. Strive for uniformity in definitions. Try to relate LAC to forest planning steps and terms.
- LAC process establishes a monitoring system as required by NFMA.

Relationship between Forest Plan and Wilderness Implementation Schedule (WIS):

What does the WIS do?

- It is the action plan for carrying out Forest Plan direction implementing the Forest Plan
- Describes what actions will be done, where they will occur, who will do them and when they will be done
- Assigns responsibility
- Lists priorities
- Provides accountability/targets
- Identifies funding needs - the cost of the wilderness management job
- Schedule for review of administrative structures

Some guidelines:

If you have sufficient standards and guidelines in Forest Plan, develop the WIS to carry out that direction

If you don't have adequate wilderness management direction in Forest Plan, develop detailed action plan (what, who and when) to begin process of updating Forest Plan

Consider changing WIS name to Wilderness Action Plan

You've "got to work through the system or you won't get any bread"

There is a need for national direction regarding wilderness management planning

The WIS must be tiered to direction in the Forest Plan and must be approved by the Forest Supervisor

The WIS is a 5-year action plan but could be refined annually with Forest Supervisor approval

This small group session was led by Lee Carr - Forest Service Rocky Mountain Region, and Marsha Kearney - Forest Service Intermountain Region.

FOREST PLAN	NEPA Programatic Level

(LAC Steps 2,3,5,7,9)

(LAC Steps 1,4,6,8)

Decisions:

Desired Future Condition
Standards and Management Requirements
Management Strategies to correct problems
Monitoring and Evaluation

WILDERNESS IMPLEMENTATION SCHEDULE	

(LAC Steps 7, 9)

Action Items
Priorities
Responsibilities
Target dates for completion
Budget and staffing needs

Involve public

IMPLEMENTATION OF WIS ACTIONS	NEPA Site-Specific Decision Level

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Reply to: 2320/1920

Date: SEP 4 1991

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Subject: Wilderness Planning

To: Regional Foresters

We continue to have questions about what a Wilderness Implementation Schedule (WIS) is meant to contain and how this document relates to forest plans and wilderness management direction. Since we have made a commitment to Congress to have a WIS completed for every wilderness by 1993, the following information may be helpful in meeting this commitment.

In the past, units wrote Wilderness Management Plans to provide management direction for wilderness areas as they were designated. With the passage of the National Forest Management Act, all direction for resource management was required to be included in a single, integrated plan. However, wilderness management direction was not always included in forest plans due, in part, to intense debates over wilderness allocation and the lack of detailed national direction for wilderness management planning. As a result of the need to fill the gap in direction, the concept of Wilderness Implementation Schedules (WIS) was developed, both to establish management direction and to serve as a scheduling document to implement that direction.

Hindsight indicates that expecting a WIS to "fill the gap" in establishing direction was both unreasonable and inappropriate. Wilderness is no different than any other resource in regard to developing and implementing forest plans. Therefore, two separate, but related, processes are to be followed for effective wilderness management: (1) setting direction in forest plans (goals and objectives, standards and guidelines, prescriptions, etc.); and (2) implementing direction contained in the plan through a series of projects and activities scheduled in the WIS.

Specifically, the forest plan should provide overall management direction and the desired future condition for each wilderness. If a forest plan has not adequately provided direction for wilderness, direction needs to be established in an amendment. Establishing Limits of Acceptable Change (LAC) is an important part of forest plan direction for wilderness management. It creates standards and guidelines as well as providing an element for monitoring progress in implementation of the plan. A WIS can outline the schedule and resources necessary to involve the public in completion of the LAC process and amendment of the forest plan.

The new FSM 1920 and FSH 1909.12 will have improved direction and guidance for wilderness management planning as part of the forest plan. Although it may be a few months before the new Manual is available, developing a WIS or initiating the Limits of Acceptable Change (LAC) process need not be delayed.

When the forest plan contains specific direction for wilderness, the WIS may be a simple action plan identifying activities, responsible staffs, budget, resources needed, and a multi-year schedule. It outlines short-term (3 to 5 years) actions and is more comprehensive than an annual work plan to outline yearly activities and resources based on actual budget and staff allocations. Line and staff officers can compare the wilderness management needs and requests in a WIS with the requests from other resource functions. More accurate requests for wilderness funding and FTEs should result.

Please contact Susan Odell (FTS 445-0896, 202-205-0896, DG:S.Odell:W01C) or Randy Sheffield (FTS 445-1404, 202-205-1404, DG:R.Sheffield:W01C), Recreation, Cultural Resources, and Wilderness Management Staff if you have questions.

James C Overbay

JAMES C. OVERBAY
Deputy Chief, NFS

STREAMLINING THE PROCESS

There is no question that working through all nine steps of the LAC process with a diverse group of citizens and dealing with a variety of issues requires a tremendous amount of time, patience and effort. There is no way to shortcut the process and end up with a quality product that is really supported by the public. You can "pay now, or pay later". However, with citizens volunteering on the task force, managers have an obiligation to use their time wisely. Also, in these times of limited budgets and increasing workloads, it is unrealistic to expect that managers can devoted years solely to wilderness management planning. This small group session was designed to brainstorm ideas on what can be done to use available time most efficiently.

What actions can be taken to streamline the time involved involved in developing wilderness management direction and WISes?

- Use what is already developed. Use update to improve on current Forest Plan standards. Identify gaps and problems with current direction and go from there rather than starting from scratch.
- Use information network with other managers to share ideas on what works, ideas for indicators, standards, etc. Each person needs to take the initiative to actively network, not wait for things to come along. Create an atmosphere that encourages sharing. Give constructive feedback to those who share ideas.
- Set up a library with wilderness plans, LAC information and action plans. Compile a list of current wilderness planning efforts.
- Adapt existing information from other public scoping efforts and wilderness plans.
- Draw on the knowledge of others - task forces, wilderness rangers, volunteers. Attend other task force meetings to get ideas.
- Develop master performer cadre in each region to help with technology transfer. Make expertise available to all districts.
- Combine efforts for similar or nearby wildernesses.
- Take a sample inventory - don't engage in the "paralysis of analysis".
- Recognize knowledge gaps, state assumptions and move on. Don't wait for every knowledge gap to be filled.
- Invite task force members to help with inventory and monitoring.
- Narrow down the issues to those that are most important for immediate consideration. Don't take on the world.

- Don't assume an EIS is the wrong way to go. It may be easiest, fastest route.
- Make NEPA disclosure part of the process, not separate from LAC process.
- Make sure all potentially affected interests are included at beginning.
- Have a clear process for resolving conflicts so don't waste time in endless discussions, debates that are not getting the group closer to solution. Consider whether want to work towards consensus.
- If have trust and credibility with task force, provide proposals upfront that can be changed entirely if desired. Gives group something to react to - a starting point.
- Develop agendas and meeting structure. Use a facilitator.

How can you get good public involvement in the minimum amount of time?

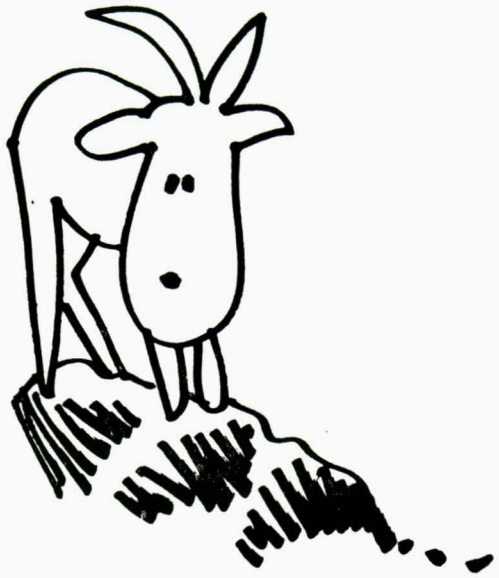
- Conduct visitor survey at trailheads, in newspaper, or more formally
- Publish newsletter with wide distribution
- Go to meetings of groups, chamber of commerces, local government, etc. and make a presentation about planning needs - ask for help, answer questions
- Use wilderness rangers, trailhead hosts, and receptionists to gather information about public expectations
- Spend time aheaad of process deciding who needs to be involved
- Let people know about upcoming actions WELL in advance
- Use return cards to update mailing lists. Ask for input at same time
- Spend time in communities, one-on-one, in settings where people are comfortable (not Forest Service office)

How can Action Plans and Time Lines be used?

- Use it to develop needs, costs, and personnel in advance.
- Define roles - ID team, task force, specialists.
- Put actions in chronological order. Build on previous accomplishments.
- Get line officer signature on action plan.

This small group session was led by Susan Marsh - Bridger-Teton National Forest, and Garry Oye - Shasta-Trinity National Forest.

LAC AND NON-RECREATION ISSUES



The LAC planning process was originally developed to address recreation management in wilderness. However, because recreation is not the only purpose of wilderness designation, there has been increasing interest to address the full range of wilderness issues using the LAC process. Non-recreation wilderness issues include fire management, air quality, domestic livestock grazing, cultural resource management, wildlife management, water quality and scientific and educational uses. Participants in this small group session brainstormed ideas in response to the following questions.

- Can the LAC process be used to address non-recreation wilderness issues?
- What modifications are needed in the nine-step process to address non- recreation issues?
- What changes are needed in task force selection and public involvement to address non-recreation issues?
- What information needs to be incorporated into the LAC process if non- recreation issues are addressed?

General Thoughts

- The complexity and interrelationship of recreation and non-recreation issues require that an integrated management approach be used.

- Often, wilderness plans address only recreation management and other plans (e.g. fire, grazing, fisheries) are not integrated in and are out of synch with wilderness plan.

- Each wilderness is unique. Don't ignore non-recreational human activities that impact natural conditions and processes. These activities may be the most important issue in terms of wilderness protection.

- The LAC process represents a "way of thinking" about management issues by focusing on desired conditions and acceptable change rather than visitor use numbers. As such, it is a flexible concept and can be used to address non-recreation issues.

- There is need to begin addressing wilderness restoration as opposed to maintenance (e.g. reducing exotics and restoring native communities). However, we need to be careful in how "heavy-handed" we are in restoring wilderness. Do we really know enough about how the system works? Do we know what is natural?

Process

- There is a danger in getting bogged down by the complexity of dealing with non-recreation wilderness issues. Expect the process to take longer.
- Wilderness managers will need to take the lead to integrate non-recreation issues by asking for help and involvement from other specialists.
- Develop a wilderness manager position that has as part of job description coordination with all resource specialities.
- Allow non-recreation resource specialists to allocate some of their time to wilderness management.
- Get a variety of resource specialists out into the wilderness to discuss management issues.
- Recruit multi-disciplinary college graduates for wilderness manager positions.
- Change title of wilderness position to Wilderness Resource Manager. Separate wilderness management from recreation function.
- There may be a need to map the opportunity classes before selecting indicators and setting standards when dealing with fire, grazing, etc.
- Describe the wilderness ecosystem in terms of desired future conditions. However, there is a need to define terminology and clear up differences with already established definitions and uses. For example, "desired future condition" gives the impression of managers trying to manipulate wilderness to produce a particular vegetation type or wildlife mix. Incorporate natural process into desired future condition statements. Take a holistic, dynamic, process-oriented view of desired future condition.
- Protecting natural processes does not mean completely "hands-off" management.

Public Involvement

- There is a need to include managers of areas surrounding wilderness.
- Invite citizens to wilderness training courses that present information about non-recreation issues.
- Citizen task force groups must be multi-disciplinary. Actively solicit participation from people who understand, use or value wilderness for non-recreation purposes.
- Work more closely with other agencies.

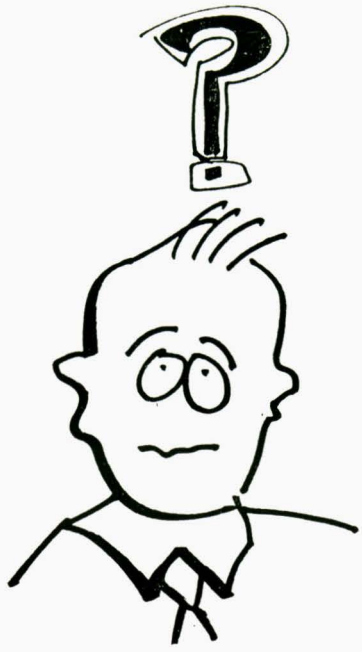
Information Needs

- We still have alot to learn about how ecosystems function. There is a need to move cautiously in prescribing management actions that may change natural system.
- There is a dire need to establish long-term ecosystem monitoring as part of the LAC process. There is need for fire ecology research.
- Long-term monitoring programs must be developed in response to specific questions.
- Get help from researchers but invest some time upfront to define questions clearly. Use our existing data bases.
- Incorporate the social side of non-recreation issues (e.g. visitors' desire to see wildlife, wildlife attraction to campsites, aesthetic issues related to grazing).

- View change in context of historical condition (pre-European settlers).
- Develop wilderness curricula and training that includes non-recreation wilderness topics.
- There is a need to spend more time investigating how to really use the LAC process to address non-recreation issues.
- Broaden task force education to present information on non-recreation issues

This small group session was led by Linda Merigliano - Bridger-Teton National Forest, and Paul - University of Idaho.

INFORMATION NEEDS



One of the basic concepts of the LAC process is that it is useless to collect data on wilderness conditions unless that data is tied to specific issues of concern to managers and citizens. For this reason, step 4 - inventory existing conditions - occurs after issues are identified, goals are established, and indicators are selected. On the other hand, wilderness planning must be responsive to the unique characteristics of a particular wilderness and the reality of what actually exists on-the-ground. One of the most important aspects of the LAC process is establishing a monitoring program with measurable indicators to track change in conditions over time. Selecting indicators that really provide meaningful information has proven to be difficult.

What information is useful before beginning the LAC process?

- Line officer expectations (if you don't have the support, get it!)
- Timeframe, action plan
- Background laws and policies (forest plan and others)
- Sideboards - what is citizen and manager decision-space - boundaries of project
- Previous surveys and research. Existing resource data
- What are impacts and the sources of impacts
- Available budget and staff
- Comprehensive mailing list
- Project leader and ID team
- Who are the potentially affected interests, and what power do they have?
- General approach for public involvement
- Identify LAC support group within agency - other managers who have been through process, Forest Service Wilderness Research Unit (Experiment Station)
- Information on non-conforming uses - background, legal sideboards, etc.
- How are you going to gather issues and concerns
- What are other processes that need to be followed and how will they be incorporated in (NEPA, NFMA)
- Identify the methods for storing information and procedures for entering and retrieving data

What information do you need to select indicators?

- Important issues
- Where resource damage is occurring
- What indicators actually work? Ask these questions:
  - Does it measure change - is it responsive?
  - Is it measurable/practical?
  - Is it cost-efficient?
  - Is it associated with a particular use?
  - Can you take management action in response to change?
- Difference in perception of impacts between public and managers
- Can a standard be set for the indicator?
- Track record for indicators being used - how well are they working. Share information.
- Think about your objectives.
- Try a few and learn!

What information is needed to help with inventory and monitoring?

- Maps/photos - need to improve map reading skills
- Geological and ecological features
- Need to invnetory baseline before begin monitoring
- Selected indicators
- Estimate of variability in system
- Trained professionals - who will collect data
- Quality control guidelines - uniform guidelines/handbook to ensure consistency
- Consistent rating forms. Regional basis vs. site-specific forms
- Identify data base for storing information - procedures for entering and easily retrieving data
- Relocation procedures - how sample site locations will be documented (e.g. Global Positioning System, metal pins)
- Previous inventory and monitoring data - use consistent methods

What information is needed to help set standards?

- Public and agency perception of on-the-ground change
- What standards are being used by others. Are they realistic and are they appropriate for your use?
- What is natural condition - inventory baseline data
- Responses to visitor surveys

What indicators seem to be providing useful information?

- Bare ground - barren core of devegetated area at campsites
- Number and frequency of campsites (per acre)
- Location of campsites - distance to water, trails, impacts to wildlife
- Dead and down firewood (tons per acre)
- Social encounters relating to mode of travel
- Encounters - link to visitors expectations*

* Measuring encounters has proven to be difficult. There is a need to develop a detailed sampling plan and description of how encounters will be measured. Bo Shelby of Oregon State University is developing a handbook on monitoring social conditions in wilderness. The Intermountain Station Wilderness Research Unit will publish.

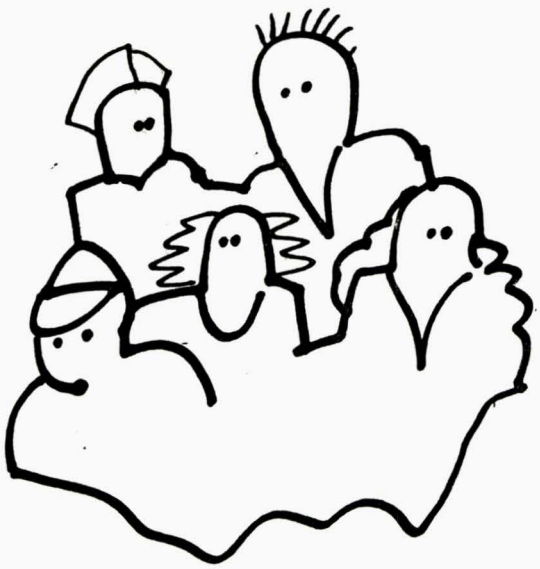
How can a GIS system be used to help manage data?

- Helps integrate all resource information - overlay layers of information
- Provides quick retrieval of data
- Provides visual, geographic display of information
- Can be used to display changes over time

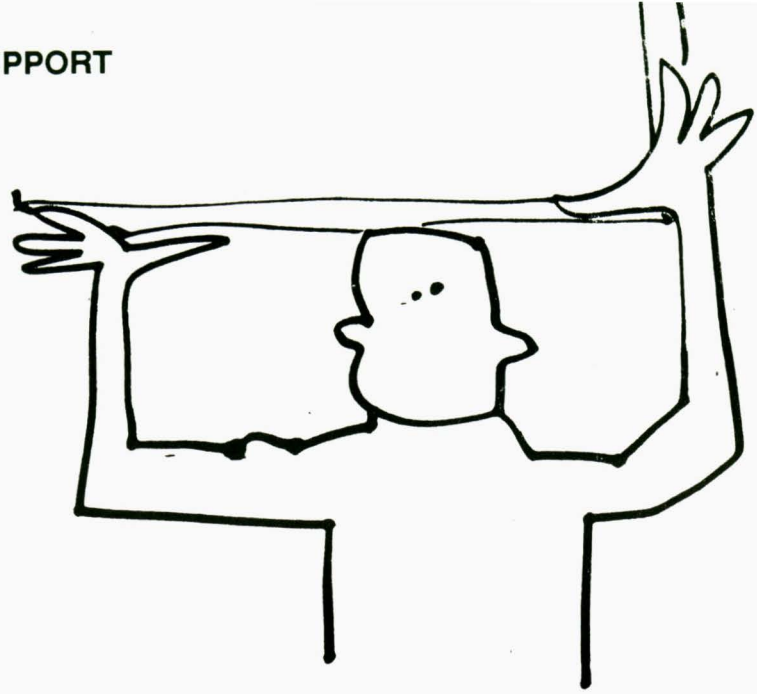
This small group session was led by Dan Ritter - Shoshone National Forest, and Alan Watson - Intermountain Forest Experiment Station, Wilderness Research Unit.

EFFECTIVE PUBLIC

INVOLVEMENT



BUILDING INTERNAL LINE OFFICER SUPPORT



There is no question that the LAC planning process requires a tremendous commitment on the part of the agency as well as citizens who participate in a task force. Agencies must be willing to devote the time, funding and personnel to complete the planning process and implement the plan. Unless there is agency line officer support, the project leader will be frustrated, public trust will not develop and agency credibility will erode. Line officers are the individuals who have the responsibility of "signing off" on decision documents. For Forest Plan Wilderness Management Direction, key line officers are Forest Supervisors and District Rangers. Participants in this small group session discussed whether there really is a problem with internal agency support and brainstormed ideas on how to build support.

How real is the problem? What is the current situation?

- Some line officers don't want to be involved. They are happy someone else is dealing with this. It is only "one alligator among many".
- There is moral support but no awareness of the support dollars and personnel needed - expectation that 1 or 2 people can do it alone with no extra funding.
- There is general support but it is not a priority. Commitment to the size of the job is not understood.
- Recreation staff in Supervisor's Office (SO) are key people - they have access to the Forest Supervisor and Regional Office (RO).
- Seasonals (temporary employees) or technicians are often expected to develop wilderness management plans. Planning is higher level work than they are being paid for.
- Many collateral duties are added to wilderness manager's job - they are often not free to work on planning.
- It is commonly perceived that wilderness planning does not require professional, interdisciplinary management.
- Seasonal employees often run the wilderness program; there is no other key resource in the Forest Service that is managed that way.

- Line officer commitment, experience and knowledge varies greatly.
- Highly visible areas get the most attention.
- There are no performance elements for wilderness for line officers.
- For wildernesses that are shared among units, there is often fragmentation among districts and varying levels of commitment.
- SO support is commonly lacking.
- In Region 2, the RO is providing "seed money" to develop the WIS. Forests need to follow through and keep the process going.

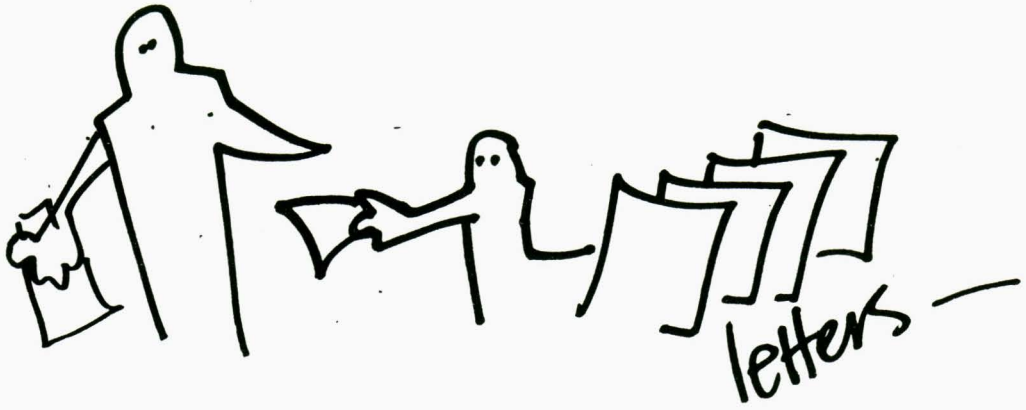
What can be done to build support?

- Ask line officers to include specific performance element for wilderness planning and management.
- Highlight examples of good planning efforts - reward with good press.
- Publicize examples of poor efforts and lack of commitment.
- Concentrate on positive motivation - line officers will respond to things that are being forced on them but will likely only do the bare minimum. More effort will be put forth if line officers want to do something - e.g. build off interest in being leader in wilderness management.
- Build support networks.
- Increase visibility of the wilderness program regionally and nationally.
- Work with the media to keep the process visible.
- Broaden wilderness thinking beyond recreation. Delegate and involve lots of other people internally.
- Develop a professional job series in wilderness management.
- Build line and staff awareness of wilderness and LAC planning through education - presentations and personal contacts.
- Build support among SO staff, especially recreation staff.
- Increase public support for wilderness management. Encourage interested citizens to maintain contact with line officers.
- Display spin-off benefits of process for agency.
- Encourage wilderness managers to take risk and just get the process started. Often it is easier for others to get involved and support the process once it is started.
- Put together show-me trips for line officers in wilderness.
- Identify champions for wilderness at the district, SO and RO levels.
- Keep line officers involved through frequent personal contacts.
- Don't overload line officers with data and information. Provide one-page summary of progress - key points, is the process on schedule, problems that require line officer assistance.

This small group session was led by Dennis Dailey - Nez Perce National Forest, and Frank Beum - Shoshone National Forest.

STRUCTURING PUBLIC

INVOLVEMENT



Effective public involvement is the most difficult aspect of wilderness planning. To effectively obtain needed public input and build public ownership and support so that wilderness plans can be implemented, managers must spend time up front developing the public involvement plan. Participants in this small group session brainstormed ideas on goals for public involvement and on the use of citizen task forces.

What are the goals for public involvement?

- To implement the plan.
- To have the plan accepted within the sideboards.
- To tap into the information the public has. To share information and knowledge. We are all learners.
- Open dialogue leading to mutual learning leading to management guidance. This is the basis of transactive 2-way planning.
- Establish management goals within existing regulations/sideboards.
- Gain public understanding and *ownership* of plan and management goals. To build manager understanding of public needs and desires.
- To encourage public participation in all types of planning. Develop a new way of doing business.
- To shift the agency out of the center of conflict. To end always being in a confrontation role with public groups and individuals. To get agency out of lightening rod role and be able to focus on issues.
- To generate public participation in implementation. Public can help lobby for resources to implement the plan.
- To get people involved in action - doing projects, monitoring, etc.
- To educate public about wilderness management.
- To get the agency to accept *empowering the public to be involved* (without giving up agency responsibility for decision - legal authority).

Is there public interest?

- Check this throughout the process with open houses, newsletters, etc.
- Develop a decision matrix or flowchart to help determine public involvement techniques to meet particular objectives. Incorporate criteria discussed in this session. Share with others through DG network.

What criteria should be used to determine if a task force should be formed?

- How much time is available?
- Goals and objectives for public involvement.
- Public interest - sample people to determine interest.
- Availability of potential participants (are they already busy with other planning efforts).
- Size of area and remoteness.
- Level of use.
- Level of controversy.
- Are visitors from the local area or from distant areas?
- Agency commitment and resources to devote to task force.
- Political climate internally and externally.
- How important is it to build public credibility and trust/
- Will a better decision result from using a task force as opposed to some other method.

BOTTOM LINE: If a task force is formed, the agency must be willing to continuely consult with the task force and not sabotage the process by overriding task force recommendations without providing rationale to the task force. The agency must be willing to give the process time to work and build support at RO and WO.

What are alternatives to using a task force?

- Press releases / public information through media
- Traditional scoping
- Fishbowl planning (open ID team meetings to public)
- Series of newsletters/mailings to interested citizens with progress updates
- One-on-one contacts with key opinion leaders
- Series of open houses/public workshops
- Survey a sample of visitors in the field
- Trailhead information (comment cards, abbreviated scoping letter)
- Form a number of small groups each dealing with a particular issue
- Use a series of questionnaires e.g. Delphi method

Who should be involved?

- Brainstorm interests that may be affected by decisions.
- Don't need everyone, but need a good sample that represents the range of views on wilderness management.
- People who hold veto power over decision - who would potentially appeal decision.
- People who are willing to listen, learn, negotiate and work within sideboards.
- Local level agency managers.
- Wilderness rangers.

How should members be selected?

- Be up front about the selection process.
- Formalize the selection process.
- Use criteria similar to those developed for Hells Canyon process.
- Agency identifies key groups and have each each group select representative (Scouts, Chamber of Commerce, Native Plant Society, etc.) Look beyond the obvious.
- If the agency selects people, have group agree on composition. Are all viewpoints represented? The process could backfire and the agency could be charged with "stacking" the group if this isn't done.

Pre-planning

- The agency needs to know where they are headed from the beginning. Be organized and be sure key people are involved.
- Do your homework. Do internal planning prior to going public. Get necessary internal support.
- Determine how you will deal with people who may try to undermine the process or go around the process.
- Tailor involvement to the particular interested citizens and publics potentially affected by the decision. "Know the territory."

How large should task force groups be?

The size depends on complexity and number of issues and number of interested publics and groups but generally should be a maximum of 20-25.

This small group session was led by Jerry Stokes - Forest Service Washington Office, and Kathy Hardy - Bridger-Teton National Forest.

CONSENSUS DECISION-MAKING AND CONFLICT RESOLUTION

Presentation by Lance Smith - Center for Conflict Resolution, Madison, Wisconsin.

"The old prairie lived by the diversity of its plants and animals, all of which were useful because the sum total of their cooperations and competitions achieved a living continuity."

. . . Aldo Leopold, *A Sand County Almanac*

"With consensus we tell a new story. We say that everybody's voice is worth hearing, that all concerns are valid... Consensus calls forth the best that is in us, and empowers us to work together in community."

. . . Miriam Starhawk, *The Spiral Dance*

Consensus Defined:

Consensus is creating and implementing a decision that all members of the group can support. Consensus is **not** ...

- A Unanimous Vote. Consensus may not reflect everyone's first priority. Everyone may not be totally satisfied but each find the decision acceptable enough to "live with" (grudging agreement to give it a try).
- Majority Rule. In majority rule settings, a minority may consider a decision to be totally unacceptable and be unwilling to act in accordance with that decision. Majority rule settings tend to disempower people.
- A perfect decision nor it is the lowest common denominator.

Consensus Requires:

1. **A group environment that supports open and honest communication.** Learn that the words we use may not have the same meaning to all of us. Create an environment that allows people to constructively hash it out. The ability to listen is crucial. Must be able to listen and find out what is going on behind any personal attacks. Feelings, fears and frustrations must be addressed. Put time into team-building early in the process. Have people share their favorite story, a personal experience, what they fear about the process, etc.

2. **A setting which empowers each individual to participate fully in influencing the decisions to be made.** Be very clear about the limits of the group. Lay out the sacred cows, legislation, or laws the group must operate under. Be clear about who makes final decision.

3. **A working knowledge of group dynamics and cooperative problem-solving processes.** Let the group know what to expect. "Peaks and valleys" are normal with any group so expect it. Be clear about how you will move through information. Prevent endless discussion that is not productive. Brainstorming can help get information out quickly without lots of discussion. Then the group can sort through the ideas. Decide on the process to be followed and get agreement. If you are going to make a process change, talk about it before doing it.

4. **A group commitment and the skills necessary to use constructive conflict resolution techniques, to deeply explore issues without personal attacks.** Conflict resolution resolves around keeping the focus on issues and off personalities. Change the focus from positions to underlying issues. Ask

"why do you want that" or "what will that do for you". Provide opportunities to hear one another out. Sometimes need to let anger come out but have rule that only one person can get angry at a time. It is important that people feel like they have a stake in being "in the tent" (i.e. there is not a way to go around process). Once you understand underlying issues, you can brainstorm solutions. Don't dismiss zany, seemingly silly solutions.

5. **Open-mindedness and flexibility.** Use re-phrasing or paraphrasing. Don't assume you understand what a person means. Good facilitators will restate what they hear. Checking out perceptions helps build support, trust and shows people that they were heard.

6. **Time and the effective use of time.** Manage time in meetings by having clear agendas. Separate information sharing from decisions - what requires action. Set time limit for each segment and have timekeeper. Set rules for speaking if some people tend to dominate discussions. List focus of discussion on flip chart. Use recorders to document what has been discussed. Brainstorm pros and cons - what forces are moving you toward goal, which are moving you away. You will learn by doing and trying new techniques.

Discussion: How you handle a high conflict situation?

- Don't stack the group.
- Find people who can bridge the gap.
- Let anger get out and then go on.
- Body position may be important.
- Use silence when it is really intense - have everyone sit quiently for 2-3 minutes.
- Set ground rules for how people treat each other in group and get agreement.
- Allow people to save face.
- Use the nominal group Process along with consensus process.
- Have everyone write up their fears and put them in hat. Then have everyone pick out a fear and empathize with it.

How do you know if you really have a solid consensus decision?

- Test by asking people directly - "do we have consensus here?"
- Ask each person to express their degree of consent.
- Don't ask for a show of hands.
- Need to determine process for blocking decisions and get agreement.
- If you don't have consensus, have subgroup write alternative.

What do you do when members go outside the group and try to sabotage process?

- You must convince people that they have a stake in "being in the tent" and going outside will not work.
- Have people in the tent who can neutralize the end-roads.

How can you balance nature's needs with interest group needs?

- Lay out the "sacred cows". Define the sideboards clearly.
- Involve people who have knowledge about natural processes.

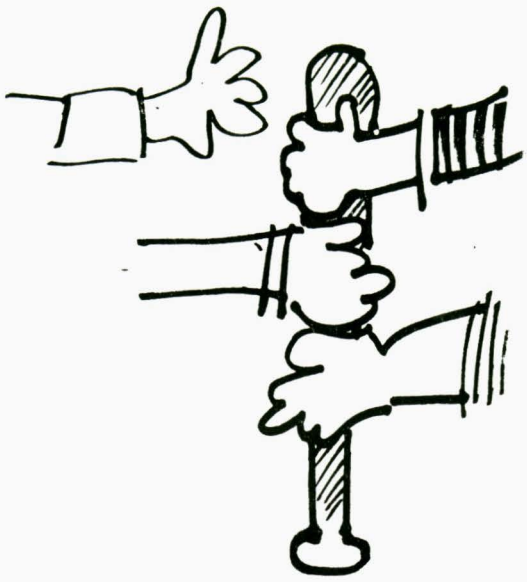
"Experts are learners". You have to just do it, then share what you have learned with others. You are not alone - use your networks.

You Can Negotiate Anything

Presentation by Dr. E.L. Dick Shafer - Pennsylvania State University

- "The winners of tommorrow deal proactively with chaos."
- "The world of tommorrow depends on an ability to negotiate."
- Invest in the genius of the mind - human resources.
- Anything that is the product of negotiation is negotiable.
- Always be optimisitic.
- Listen naively. Don't be afraid to say "help me".
- You must know how a person perceives the problem before you can negotiate. Perception is everything.
- Be aware of people's use of power.
- Sometimes, to influence a particular person, it is effective to work with the people who influence them.
- Use of time. Be aware that most decisions are made at the deadline.
- Decision processes depend on human judgement.
- One on one personal contacts work best.
- Listen rather than talk, question rather than answer, read cues rather than be a literalist.
- Relax, insulate yourself, scan options, empathize and trust people.

Small Group Session: Consensus Decision-Making



Effective wilderness management planning requires intensive public involvement that builds public ownership in the plan. Consensus is a powerful process that ensures that every person in the group is heard and has input into the plan. If consensus is reached within a diverse task force, managers can be reasonably assured that the plan will be supported by the larger public, thus implementation of actions is considerably easier. Consensus represents a very different process than is typically used for public involvement within agencies and is not entirely compatiable with developing and analyzing alternatives under the NEPA process. One approach to integrating consensus decision-making into the NEPA process is as follows. Establish a goal with citizen task force groups to try for consensus. Explain that consensus decisions will become part of every alternative as long as they are within legal sideboards, thus there is a high probability of implementation. Obtain internal support for this approach. On issues where there is wide disagreement, it is probably more productive to develop separate alternatives rather than spend considerable time trying to reach consensus. Obtain group agreement on which issues they want to try for consensus and which issues they would prefer to develop alternatives.

The fact that one person can block a decision can be frustrating and requires considerable patience and skills on the part of facilitators and all members of the group. Participants in this small group brainstormed ideas on techniques, social motivators, political considerations, and understanding groups in relation to the following questions.

- How can consensus decision-making be applied to LAC-based management plans?
- How do you resolve conflicts when there is disagreement?
- How do you make group decisions?
- How do you deal with difficult people?

How do you get to the "middle ground"?

- Talk to one another.
- Break up cliques.
- Break up large group and work on generating ideas in smaller groups.
- Have them put ideas on flipcharts for clarification - play an interactive flip chart game.
- Don't tackle the tough issues first. Ease into the process. Work off of common ground and build on small successes.
- Give the process time to work.
- Don't insist (or assume) that everyone *has to give a little* on everything.
- Clearly define the problem, then use *small group* discussion (with time limit) to come up with potential solutions.
- Be aware of what trade-offs are being made and what the consequences are.
- Provide an initial period when people can express their value system and beliefs.
- When there is disagreement, the person who disagrees must come up with an alternative solution.
- Bring in an outside, neutral source of information when an impasse occurs.
- Keep the atmosphere informal.
- Let other people do battle for you - e.g. task force members talk to the media.
- Let the task force present briefing on progress to the agency.
- Legal constraints. When we have been taken to court and lost, it has generally been when we did not follow the process - not because we did not keep people involved. So follow the process (NEPA) and keep people involved to the best of your ability.

Techniques for team-building

- Communicate to the group the reality of group dynamics - e.g. there will be high and low points.
- Use the nominal group process.
- Have "unlike" members introduce each other.
- Use a greeting circle - shaking hands requires physical contact.
- Have a social meeting after formal discussion.
- Ask each person "What do you value most about the _____ Wilderness?" This helps provide information for developing a common ground.
- Recognize people for their expertise.
- Informal one-on-one discussion prior to, and even during, the formal process works.
- RECOGNITION of expertise and progress for small advances during the negotiation process. Give awards after the task is complete.
- Establish ground rules for the task force and use them to prevent "blocks" as the task force moves ahead.
- TASK FORCE MUST TAKE CARE OF ITSELF AND DEVELOP IDENTITY.
- Keep the political entities well-informed.
- Encourage political aides to sit in on task force meetings.
- Show political aides the *politically positive* advantages of supporting solutions the task force develops.
- If one person is always disruptor, move into their space. Try to do it with humor.
- Define the ground rules for what is considered disruptive and what procedure will be used to dismiss a member.

- Having a line officer attend task force meetings can lend credibility to the effort and can help with internal communication and support (but may stifle conversation).
- *Never vote* during the process. Even a straw vote sets a bad precedent.
- Use common sense.
- Put yourself in the other person's shoes - try to see the problem from their point of view. Be emphathetic.
- Use the "Golden Rule".

This small group session was led by Lance Smith - Center for Conflict Resolution, and Dr. E.L. (Dick) Shafer - Pennsylvania State University.

FACILITATION IN A CONSENSUS GROUP: A Shared Responsibility.

"Consensus requires a qualitatively different kind of participation from group members than do other forms of decision making."

---from *Building United Judgment*
Center for Conflict Resolution

Ideally, each member of a consensus group has an awareness of the skills necessary to facilitate the functioning of the group and can identify when it is appropriate to use them.

The behaviors necessary are not hereditary, they are learned. The group itself, as well as each member of the group, has the responsibility to engage in on-going training to maximize the pool of skills available to the group.

The behaviors necessary for effective group facilitation can be divided into two basic categories:

Group Task Behaviors are concerned with the groups efforts to define, process, and accomplish its desired outcomes. They focus on acheiving an orderly process to share information and opinions in order to reach and implement decisions.

Group Maintenance Behaviors deal with the groups efforts to survive, regulate, and strengthen itself as an effective instrument for achieving its desired outcomes. They address the need to achieve and maintain a group climate that supports open and honest communication, and fully engaged balanced participation by group members.

TASK AND MAINTENANCE FUNCTIONS

Group Task Functions

1. **Information and Opinion Giver:** Offers facts, opinions, ideas, suggestions, and relevant information to help group discussion.
2. **Information and Opinion Seeker:** Asks for facts, information, opinions, ideas, and feelings from other members to help group discussion.
3 **Initiator:** Proposes goals and tasks to initiate action within the group.
4. **Direction Giver:** Develops plans on how to proceed and focuses attention on the task to be done.
5. **Summarizer:** Pulls together related ideas or suggestions and restates and summarizes major points discussed.
6. **Coordinator:** Shows relationships among various ideas by pulling them together and harmonizes activities of various subgroups and members.
7. **Diagnoser:** Figures out sources of difficulties the group has in working effectively and the blocks to progress in accomplishing the groups' goals.
8. **Energizer**: Stimulates a higher quality of work from the group.
9. **Reality Tester:** Examines the practicality and workability of ideas, evaluates alternative solutions, and applies them to real situations to see how they will work.
10. **Evaluator:** Compares group decisions and accomplishments with group standards and goals.

Group Maintenance Functions

11. **Encourager of Participation:** Warmly encourages everyone to participate, giving recognition for contributions, demonstrating acceptance and openness to ideas of others, is friendly and responsive to group members.
12. **Harmonizer and Compromiser:** Persuades members to analyze constructively their differences in opinions, searches for common elements in conflicts, and tries to reconcile differences.
13. **Tension Reliever:** Eases tension and increases the enjoyment of group members by joking, suggesting breaks, and proposing fun approaches to group work.
14.
15. **Evaluator of Emotional Climate:** Asks members how they feel about the way in which the group is working and about each other, and shares own feelings about both.
16. **Process Observer:** Watches the process by which the group is working and uses the observations to help examine group effectiveness.
17. **Standard Setter:** Expresses group standards and goals to make members aware of the direction of the work and the progress being made toward the goal and to get open acceptance of group norms and procedures.
18. **Active Listener:** Listens and serves as an interested audience for other members, is receptive to others' ideas, goes along with the group when not in disagreement.
19. **Trust Builder:** Accepts and supports openness of other group members, reinforcing risk taking and encouraging individuality.
20. **Interpersonal Problem Solver:** Promotes open discussion of conflicts between group members in order to resolve conflicts and increase group togetherness.

CONSENSUS GROUP LEADERSHIP BEHAVIORS: A Personal Inventory

The purpose of this survey is to provide you with information on your current group leadership behaviors. Circle the letter to the left that most appropriately describes your likely behavior in the context of a group meeting--(A) always, (F) frequently, (O) occasionally, (S) seldom, (N) never.

When I am a member of a consensus decision-making group...

A:F:O:S:N 1. I offer facts, give my opinions and ideas, provide suggestions and relevant information to help the group discussion.

A:F:O:S:N 2. I warmly encourage all members of the group to participate, giving them recognition for their contributions, demonstrating receptivity and openness to their ideas, and generally being friendly and responsive to them.

A:F:O:S:N 3. I ask for facts, information, opinions, ideas, and feelings from other group members to help the group discussion.

A:F:O:S:N 4. I try to persuade members to analyze constructively their differences in opinions and ideas, searching for common elements in conflicting or opposing ideas or proposals, and trying to reconcile disagreements.

A:F:O:S:N 5. I propose goals and tasks in order to start action within the group.

A:F:O:S:N 6. I try to relieve group tension and increase the enjoyment of group members by joking, suggesting breaks, and proposing fun approaches to group work.

A:F:O:S:N 7. I give direction to the group by developing plans on how to proceed with group work and by focusing members' attention on the tasks to be done.

A:F:O:S:N 8. I help communication among group members by showing good communication skills and by making sure that what each member says is understood by all.

A:F:O:S:N 9. I pull together related ideas or suggestions made by group members and restate and summarize the major points discussedby the group.

A:F:O:S:N 10. I ask group members how they are feeling about the way in which the group is working, and about each other, as well as share my own feelings about group work and the way the members interact.

A:F:O:S:N 11. I coordinate group work by showing relationships among various ideas or suggestions, by pulling ideas and suggestions together, and by drawing together activities of various subgroups and members.

A:F:O:S:N 12. I observe the process by which the group is working and use my observations to help in examining the effectiveness of the group.

A:F:O:S:N 13. I determine why the group has difficulty in working effectively and what blocks progress in accomplishing the group's goals.

A:F:O:S:N 14. I express group standards and norms and the group goals in order to make members constantly aware of the direction in which the work is going (the progress being made toward the group goal), and in order to get continued open acceptance of group norms and procedures.

A:F:O:S:N 15. I energize the group by stimulating group members to produce a higher quality of work.

A:F:O:S:N 16. I listen to and serve as an interested audience for other group members, weighing the ideas of others, and going along with the movement of the group when I do not disagree with its action.

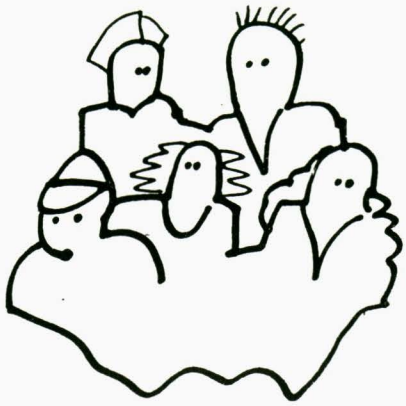
A:F:O:S:N 17. I examine how practical and workable the ideas are, evaluate the quality of alternative solutions to group problems, and apply decisions and suggestions to real situations in order to see how they will work.

A:F:O:S:N 18. I accept and support the openness of other group members, reinforcing them for taking risks, and encouraging individuality in group members.

A:F:O:S:N 19. I compare group decisions and accomplishments with group standards, measuring accomplishments with goals.

A:F:O:S:N 20. I promote the open discussion of conflicts between group members in order to resolve disagreements and increase group cohesiveness.

WORKING WITH TASK FORCE GROUPS



To bring diverse interests together to engage in healthy debate and explore complex issues in-depth requires people to meet on a regular basis. This form of public involvement is intensive and requires a large time and energy commitment on the part of citizens and managers. However, using a task force can go a long ways in building public ownership in management plans and can reduce continual confrontation between citizens and agencies. Task force members typically have a very high interest in wilderness management and often continue to meet and review management after the plan is developed. A task force was formed to help develop the first LAC-based management plan for the Bob Marshall Wilderness Complex. Since that time, task force groups have become nearly synomous with the LAC planning process.

Participants in this small group session brainstormed ideas in relation to the following questions.

- How do you define the group task - what are planning sideboards?
- What is the task force role and responsibility?
- What are ground rules a task force must adhere to?
- How do you develop common goals and wilderness understanding?
- What are some strategies and techniques to build group trust?

The Need for a Task Force

The Task Force approach is designed to provide people having an interest or a stake in Wilderness management with the opportunity to direct the outcome of the planning process. The success of this process depends upon the ability of the program to involve the full spectrum of public interests in shaping decisions. The successful long-term management of our Wildernesses requires a degree of trust between public agencies and private interests concerned with the Wilderness that can be developed only through a public participation process that is truly accessible, responsive, and interactive.

This type of process--using a broadly representative task force to develop a recommended management approach--is called for by the LAC framework and is being used to develop Wilderness management plans throughout the west. It also has been used to conduct Wild and Scenic River studies and develop river management plans.

The Task force members, representatives from diverse groups, are expected to have varied views on specific recreation management objectives and the methods of achieving them, although most groups may be able to agree on broadly defined management goals. The assumption is that actions that are designed and supported by a properly conducted Task Force will be acceptable to the public at large.

Need for Sideboards

Sideboards should be set that define the role and responsibilities of the Task force. Otherwise, valuable time and energy will be spent discussing topics which are outside of the responsibility of the planning effort. In addition, task force participants often want to know what their responsibilities are before they will commit to participate fully.

Role and Responsibilities of the Task force

Following are some responsibilities that have been adopted by LAC Task force groups in the past. It is suggested that at the first meeting of the Task force the members should go over the following list and either adopt it or modify it to suit their purposes. By doing so, all members will know that they will be expected to:

1) Represent interests of appropriate groups and report back to their constituency, keeping that group, interest, or agency informed on study progress (not operate in a vacuum);

2) **Understand and agree to meeting commitments. Attend the meetings**, keep their alternates informed, and tell the facilitators if their alternate will attend a meeting instead;

3) Be willing to work in a team setting and be open to discussion and understanding a wide range of viewpoints;

4) Give everyone a chance to speak and withhold judgement on an idea presented by others until it has a chance to be developed;

5) Focus on issues, needs, and opportunities, not on personalities or people, and not on firm positions, as a starting point for discussions;

6) Attempt to reach consensus at decision points to develop a feasible, implementable set of ideas and actions;

7) Allow their names to be made public, so other members of the public with similar interest can relay their views;

8) Speak concisely and listen without interrupting;

9) If problems or concerns arise about how the Task force is operating, members will make these known to the Task force or facilitators first and attempt to resolve them **within** the Task force structure. Airing concerns outside of the Task force often serves to undermine the process.

As stated above, one of the assumptions of the Task force process is that decisions reached by the group will be acceptable to the interests represented. The more Task force members can keep in close touch with their constituencies, the greater the chance this assumption is warranted. Some groups, such as outfitters or conservation groups, are already accustomed to meeting and developing their groups' issues and concerns; this is the ideal situation in which a Task force member should operate. The facilitators should assist them in communicating with their constituencies by speaking to interest groups and providing printed materials which they can send to their constituents. People representing more diffuse, intangible interests, such as private hikers or climbers, will have greater difficulty tapping other members of their interest groups, but this is nonetheless a responsibility. The facilitator must help in this process where possible.

Guidelines for Establishing a Task force

1) Represent a diversity of interests, including user groups, academia, those with a wilderness and preservation philosophy, affected government agencies, outfitters, Native Americans, and others.

2) Ensure that those with veto power are included and that they have the authority to represent their group.

3) Include interests that would likely have a role in future management decisions for the Wilderness.

4) When possible, allow the interest groups to choose their own representatives; when this is not feasible, consult with a variety of groups representing a given interest.

5) Select people that have vertical and horizontal linkages, that is, they are well connected within their organization and externally with other groups as well.

6) Select people who are willing to listen, negotiate, compromise, and communicate.

7) Select a well balanced group that has equal or balanced representation of different interests.

8) Keep the size of the Task force small enough to permit an easy exchange of personal and technical knowledge (20 people or fewer, not including alternates).

Rewards for the Task force

To date, all Wilderness LAC Task forces have had to meet for many, many months, even years, to accomplish their task. Citizens often drive considerable distances, purchase meals and lodging, make many long-distance phone calls, and pay for postage. The agencies should recognize that this is a tremendous commitment on the part of these citizens. Therefore, agencies should consider that defraying their expenses is a cost of doing business. Agencies should at least provide reimbursement for mileage, lodging, and meals. The Task force members will greatly appreciate it even if only partial reimbursement can be made.

It is also recommended that the members' time and effort be recognized with an awards banquet or cookout, certificates of appreciation, newspaper publicity for a job well done, and letters or certificates from dignitaries, such as the Forest Supervisor, Regional Forester, or legislative delegates. Furthermore, it is recommended that some gift or momento be given with the task force name and a catchy slogan. Coffee mugs, baseball caps, tee shirts, windbreakers, and even life jackets have been awarded and were very much appreciated.

How the Task force Should Make Decisions

The process of drafting and reaching consensus on the products of the LAC steps should be interactive. The Task force should not ordinarily vote, but should attempt to reach consensus at decision points. The basic tool for reaching consensus should be a group learning process where participants gain an appreciation of the needs and views of others. The best strategy for reaching concensus will be to identify points of agreement and to build upon these. Points of disagreement should be isolated and dealt with in the task force setting in a straightforward and positive manner. Given this process we feel that there will be a reasonable chance that concensus on most issues can be achieved.

The idea of consensus is central, because you do not want to make decisions by taking votes, which would hinder progress toward a mutually-acceptable goal. It has been our experience that voting in a Task force can often be divisive. People notice who is voting "against" them and compromise and cooperation can be blocked. It is far better for people to work together until they can reach a decision that everyone can accept, even if it is not their first choice.

While emphasizing consensus as a central theme for the LAC planning process, we are not suggesting that we anticipate reaching "total" agreement regarding every aspect of a Wilderness management plan. While this may be an ideal, the real world is far too complex and the interests too varied. Consensus in this context means reaching a decision that is workable and that individual Task force members, and the interests they represent, will accept.

When decision-making situations arise we have found it useful to ask the Task force members to indicate their level of support by expressing it as one of four levels:

1) Can easily support the action;
2) Can support the action but it may not be a preference;
3) Can support the action if minor changes are made;
4) Cannot support the action unless major changes are made.

Consensus generally will be defined as no one in the group having a Level 4 concern about the action in question. If one or more Task force members have Level 4 concerns, then consensus will not have been reached. Level 3 concerns will have to be addressed so they do not become Level 4 concerns at decision points.

It has been our experience that most difficult disagreements involve a minority of participants and revolve around specific narrow issues. Where this occurs the facilitator should: (1) clearly define the issue and articulate the divergent points of view regarding this issue; (2) fully research the issue and present findings to the group; and (3) as appropriate, meet with task force members on a one-to-one or small group basis in an effort to negotiate a reasonable aggreement.

Issues that simply cannot be resolved can be dealt with in one of two ways. If the resolution of the issue is not absolutely critical to the proposed management plan, the group can "agree to disagree", that is, they will describe all sides of the controversy but not include any specific action in the plan.

If, on the other hand, resolution of the issue is deemed critical to the success of the management plan, the document should present the recommendation that has the most support and opposing points of view should be clearly identified in the plan.

In conclusion, a citizen task force should be an integral part of the LAC Wilderness planning process. Utilizing a task force will ensure that better decisions are made and will increase the likelihood that these decisions will be acceptable to the public. Members should be selected that can represent and speak for a broad range of interests. Furthermore, members should be selected who can commit the considerable time and effort required to participate on an LAC task force. The role and responsibilities of the task force should be clearly defined and agreed upon. A consensus decision process will most likely result in decisions which are acceptable to the public at large. Finally, citizens care about how well the Wilderness resource is managed and are willing to commit considerable time and effort to an LAC planning task force which is well organized and well facilitated. Task force members will eventually become partners and advocates for sound Wilderness management.

This section was written by Dr. Ed Krumpe - University of Idaho Dept. of Resource Recreation and Tourism.

The small group session was led by Dr. Ed Krumpe - University of Idaho, and Bruce Botsford - BLM Dillon Resource Area.

Dr. Steve McCool (University of Montana) has identified conditions necessary for a successful task force. Task forces just don't appear but must be carefully engineered to achieve their goal. They must include representatives of a variety of user and interest groups, and ensure that the diversity of value systems concerned about wilderness management are involved. Ideally, there should be linkages among the members vertically into regional or national organizations. Members should be committed to the process and accept the legitimacy of conflict, but be willing to negotiate for effective solutions. Task forces are based on several assumptions that should be explicitly explored during the planning process:

1. The scientific/technical data when available is adequate, but will be refined over time to adjust conclusions and management direction based on new ot improved information.

2. The collective personal knowledge of users, managers and researchers is sufficient to complement, validate, or refine conclusions based on the data available.

3. Managers, citizens and researchers are willing to participate openly within the task force framework to develop a sense of shared ownership in the wilderness and development of solutions to management problems.

4. The citizen's component of the task force includes as sufficiently broad spectrum of interest groups to constitute a microcosm of local, regional and national interest in the wilderness. The task force may not be representative of all interest groups, but the formal public review process provides opportunity for those not initially involved to comment.

5. The citizen component provides an adequate "political marketplace" wherein the bargaining and tradeoffs necessary to developing consensus can be conducted.

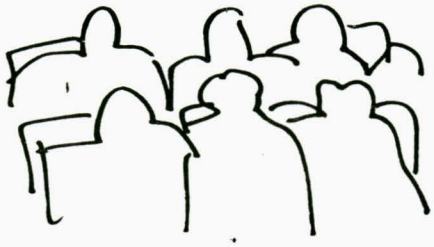
6. The composition of the citizen component constitutes a potentially viable political coalition to ensure implementation of the plan. The task force will continue to operate after the plan is finalized to provide support and review of agency actions.

7. Managers working with the task force ensure that all recommended actions are consistent with the Wilderness Act.

8. Citizens involved in the task force ensure that wilderness values remain intact, are restored, enhanced or maintained.

9. What is acceptable and supportable by the citizen's component is acceptable and supportable by the public at large.

FACILITATION AND EFFECTIVE MEETINGS



When working with citizen task force groups, a critical component is good facilitation skills and the effective use of meeting time.

What is the role of the facilitator and the project leader?

Facilitator Role

- Process-oriented duties
- Involve people
- Start meeting
- Present management objectives
- Focus discussion
- Make sure everyone is heard
- Prevent discussion tangents
- Neutral
- Keeps meeting on track / time
- Conflict resolution skills
- Neutral referee techniques
- May summarize notes and mail out
- Educate group on process
- Present team-building techniques
- Interjects fun activities
- Is credible and has trust
- Summarizes progress during meeting
- Identifies decision points
- Develops meeting strategy with project leader
- Handles meeting logistics

Project Leader Role

- Content-oriented duties
- Develop meeting objectives
- Technical expert
- Provide materials/handouts
- Provide info/education
- Coordinate with other agencies
- Good listener
- Provides resource experts, legal framework, sideboards
- Determines feasibility
- Liasion to decision maker
- Set the tone
- Assesses progress and determines additional needs
- Creates safe environment for participation
- Determines roles
- Reinforces roles
- Neutral within sideboards

What are the advantages and disadvantages of using a facilitator?

Advantages:

- Helps cool things down
- Helps stay on track with meeting agenda
- Is neutral. Helps build trust
- Ensures that all viewpoints are heard
- Tracks consensus
- Lets the project leader listen
- Ownership is enhanced
- Shows commitment to process
- Gives group security
- Acts as a sounding board
- Helps interpret and summarize what is being said (helps focus on issues)
- Keeps meetings on schedule
- Brings interpersonal skills to process
- Sets ground rules with the group
- Maintains flexibility
- Can help individuals maintain self-esteem
- Helps focus on the problem
- Gages when consensus can be reached
- Gets group ready for the next step in the process

Disadvantages:

- Facilitator can become the scapegoat
- Facilitator may be unable to bring closure to issues
- May not be able to find a facilitator with knowledge of LAC process, interpersonal skills, consensus process and wilderness management
- There may be unrealistic expectations that the facilitator can solve problems
- Can give project leader an "out"
- Can be expensive to hire a good facilitator

What are considerations in conducting effective meetings?

Time:

- Negotiate timeframe with task force and line officers
- Have flexible schedule that is geared toward task force volunteers
- Consider how long group is willing to meet regularly before burnout
- Be aware of seasonal problems
- Determine length of meeting based on objectives
- Don't try to cram too much into one meeting
- Determine frequency of meetings - long breaks in between meetings necessitates time to start up again

Location:

- Determine whether to move meetings or pick one central location
- Consider seasonal travel conditions
- Consider availability of accomodations
- Consider having meetings in the field

Facilities:

- Use room arrangements that allow everyone to sit in horseshoe pattern - eye contact
- Have restrooms nearby
- Choose a neutral facility
- Insure minimal interruptions and background noise
- Have good lighting
- Good ventilation and temperature
- Insure everyone can be heard - i.e. good acoustics
- Comfortable chairs
- Consider expense
- Ability to seat additional attendees / observers
- Visual aid capability
- Name tags and name placards
- Set up seats to mix people up

Other Considerations for Effective Meetings:

- Set time limitation
- Create environment that encourages equal participation with right to pass up speaking
- Provide needed information before the meeting - e.g. proposals to be discussed
- Set up ground rules for media and videotaping. Be aware that this can be intimidating and result in "grandstanding"
- Use non-sensitive terminology
- Take advantage of peer pressure
- Provide goodies
- Set clear agenda. Identify products expected at end of meeting and decision points

How can you make task force meetings fun?

- Set a light tone
- Have occasional field trips
- Bring in specialists for educational presentations
- Use stories and jokes (but not off-color!)
- Use show and tell activities related to the wilderness
- Incorporate team building activities/games
- Spend time building relationships at beginning
- Ask the group for ideas on how to have fun
- Share history/heritage

This small group session was led by Fred Kingwill - Bridger-Teton National Forest, and Lisa Therrell - Nez Perce National Forest.

BUILDING AN INFORMATION NETWORK

This session was led by Marsha Kearney - Wilderness Specialist for the Intermountain Region of the Forest Service.

The LAC planning process is continuing to evolve as managers apply it and modify it to their unique situation. LAC is still a relatively new planning process and there is much we don't know yet. In order to prevent unnecessary "re-inventing of the wheel" and build on the accomplishments of others, it is necessary to have an information network that encourages managers to share sucesses and failures. The LAC Workshop concluded with participants brainstorming ideas on what can be done to keep people updated on new developments and develop a network of expertise that is interagency?

- Establish a library for the LAC planning process. Include management plans, WISes. Incorporate Colorado State University library of plans.
- The BLM has a good wilderness planning manual.
- The Forest Service Intermountain Forest Experiment Station - Wilderness Research Center - maintains a LAC network of people within the Forest Service.
- Collect samples of task force roles.
- Provide a generic plan outline.
- Use wilderness contact teams to keep line officers up to date.
- Use FAX numbers for networking and mailing lists
- Develop video on LAC process. Ask Missoula Technology and Development Center for assistance.
- Capture testimonials of task force members.
- Collect model action plans.
- Make monitoring and inventory forms available.
- Develop system for storing and analysis of monitoring data.
- Produce newsletter (possibly based at Ninemile Wildlands Training Center).
- Offer more training/information on transactive planning.
- More people at the forest staff level is not the answer.
- Use the media in a progressive manner.
- Make job descriptions for wilderness planners available.
- Present regional level cash awards for good planning efforts.
- Provide some national and regional direction on use of the LAC process.
- Involve other disciplines. Emphasize non-recreation issues more.
- Use frontliners.
- Share success stories.
- DO NOT establish national or regional standards for indicators - this stifles public involvement and does not consider on-the-ground wilderness conditions.

Participants agreed that another LAC Workshop should be held in 1992 to share progress. Items to include in this workshop are:

- Explore more fully the use of LAC for non-wilderness applications.
- Involve line and staff officers.
- Explore the systematic development of informed consent.
- Discuss the pros and cons of LAC in comparison with other processes.
- Ask task force members to participate as speakers.
- Involve the media.
- Include an introductory session for people who are not familiar with the process.

APPENDICES

THE FEDERAL ADVISORY COMMITTEE ACT (5 U.S. Code Appendix 1)

The Federal Advisory Committee Act must be consulted any time the same group of non-Federal employees is called together more than once. The intent of the Act is to prevent special interest groups from unduly influencing decisions without giving the general public opportunity to comment. The Office of General Counsel offers this advice when working with task force groups.

* Don't call the group an "Advisory" group.

* Insure that all task force meetings are open to the public.

* Make it clear that the group is making recommendations and the final decision rest with the Forest Service.

* Provide opportunities for the public to comment on all recommendations including those which represent task force consensus.

* Ask the task force and public to develop alternatives that can be analyzed rather than setting expectation that one option developed by task force will be implemented.

* Be careful who selects task force members. Insure a diversity of perspectives within the group. Membership on the task force must be voluntary rather than directed by the Forest Service.

Refer to Forest Service Manual 1350 and 41 CFR Part 101-6 for more information on Advisory Committees.

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LAC IMPLEMENTATION WORKSHOP DIRECTORY

ARNOLD (ARN) J. ALBRECHT
Regional Wilderness Specialist
U.S. Forest Service, Alaska Region
P.O. Box 21628
Juneau, AK 99802
Work #: 907-586-7886
DG Address: A.ALBRECHT:R10A
Duties and/or Interests: Alaska National Interest Lands Conservation Act; Wilderness management of legislated exceptions to 1964 Act; Just getting started with LAC process.

STEWART ALLEN, PhD
11 Circle Drive
Underwood, WA 98651
Work #: 509-493-2168
FAX #: 509-493-2168
Duties and/or Interests: Completed three management planning processes with task force; reached consensus; combined task force with EIS in each case; applied process to Wild & Scenic Rivers; designed social inventory instruments.

JOE ASHOR
Dillon Resource Area, Bureau of Land Management
1005 Selway Drive
Dillon, MT 59725
Work #: 406-683-2337
Duties and/or Interests: Loads of experience with Bob Marshall Complex, Selway-Bitterroot, etc.; project coordinator for Bear Trap LAC Plan.

MARY BEAN
Outdoor Recreation Planner
U.S. Forest Service, Mt. Adams RD, Gifford Pinchot NF
2455 Hwy. 141
Trout Lake, WA 98650
Work #: 509-395-2501
DG Address: M.BEAN:R06F03D03A
Duties and/or Interests: Have survived one river managment EIS using task force and some LAC; about to embark on first WIS.

PAULA BENEFIELD-HUTER
U.S. Forest Service, Santa Catalina RD, Coronado NF
5700 N. Sabino Canyon Rd.
Tucson, AZ 85715
Work #: 602-749-8700
DG Address: P.HUTER:R03F05D05A
Duties and/or Interests: Beginning Lac process with urban wilderness; joint boundary with Park Service; major issues are grazing, violation prevention (law enforcement), providing information and educating public.

FRANK R. BEUM
Forestry Technician
U.S. Forest Service, Wind River RD, Shoshone NF
P.O. Box 186 - 209 E. Ramshorn Ave.
Dubois, WY 82513
Work #: 307-455-2466
FAX #: 307-455-3399
DG Address: F.BEUM:R02F14D05A
Duties and/or Interests: Working on Fitzpatrick WIS; beginning task force meetings; familiar with many LAC planning efforts; non-recreational application of LAC; very interested in wilderness mgmt. at the national level (ie - budgets, professional job series)

BRUCE BOTSFORD
Dillon Resource Area, Bureau of Land Management
1005 Selway Drive
Dillon, MT 59725
Work #: 406-683-2337
Duties and/or Interests: Participated as core team member (Bear Trap); currently involved in completing outfitter and guide plan for area including LAC process; involvement in Wild and Scenic River studies.

JOHN BORTON
Outdoor Recreation Planner
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FAX #: 307-455-3399
DG Address: J.BORTON:R02F14D05A
Duties and/or Interests: Working on Fitzpatrick WIS; beginning task force meetings.

REBECCA BRIGHTON
U.S. Forest Service, Pleasant Grove RD, Uinta NF
P.O. Box 228
Pleasant Grove, UT 84602
Work #: 801-785-3563
DG Address: T.SEASONAL:R04F18D02A
Duties and/or Interests: Done fieldwork data collection (site inventories); infant stage of planning.

JERRY BRUNNER
Forester
U.S. Forest Service, Logan RD, Wsatch-Cache NF
860 N. 1200 E.
Logan, UT 84321
Work #: 801-753-2772
FAX #: 801-753-8625
DG Address: J.BRUNNER:R02F14D05A
Duties and/or Interests: Completed nine step process; cross referenced LAC process and NEPA; working on incorporating riparian issues into LAC process.

DAN BURGETTE
Sub-District Ranger
National Park Service, Grand Teton National Park, Colter Bay
P.O. Box 164
Moose, WY 83012
Work #: 307-733-2880
Duties and/or Interests: On ID team for Jedediah Smith Wilderness; principal author of Grand Teton NP Backcountry Management Plan; designed backcountry campsite inventory; some success with high-altitude revegetation.

ED CANNADY
Wilderness Ranger
U.S. Forest Service, Sawtooth NRA, Sawtooth NF
Star Route
Ketchum, ID 83340
Work #: 208-774-3576
DG Address: E.CANNADY:R04F14D04A
Duties and/or Interests: Skills include public involvement, volunteers, wilderness education; interested in inventories, indicators, networking.

LEE CARR
Regional Wilderness Specialist
U.S. Forest Service, Rocky Mountain Region
Box 25127 - 11177 W. 8th Avenue
Lakewood, CO 80225
Work #: 303-236-9502/ FTS 776-9502
FAX #: 303-236-9587
DG Address: L.CARR:R02A
Duties and/or Interests: General awareness of program, LAC training (McCool et al); advised those actively involved in task force LAC efforts.

LIESE CLEBSCH-DEAN
Wilderness Ranger
U.S. Forest Service, Sawtooth NRA, Sawtooth NF
Star Route
Ketchum, ID 83340
Work #: 208-774-3681
DG Address: L.DEAN:R04F14D04B
Duties and/or Interests: Beginning the LAC process and looking for ideas and direction; trail/backcountry maintenance.

PATTY COHN
U.S. Forest Service, Pecos-Las Vegas RD, Santa Fe NF
P.O. Drawer 429
Pecos, NM 87552
Work #: 505-757-6121
DG Address: P.COHN:R03F10D05A
Duties and/or Interests: Knowledge of LAC process; how to get started; WIS; working with multi-district, multi-forest Wilderness; interested in LAC and NEPA/NFMA requirements.

DAVID COLE
U.S. Forest Service, Forestry Sciences Lab
Box 8089
Missoula, MT 59807
Work #: 406-721-5694/ FTS 585-3485
DG Address: D.COLE:S22L01A
Duties and/or Interests: Resource condition indicators, campsite monitoring, vegetative impacts.

PAUL D. COWLES
Graduate Student, University of Idaho
603 W. Palouse River Dr. #33
Moscow, ID 83843
Phone #: 218-883-4946
Duties and/or Interests: Experience in African Wildland management; high interest in LAC/transactive planning.

BILL CUNNINGHAM
Wilderness Institute, School of Forestry
University of Montana
Missoula, MT 59812
Phone #: 406-243-5316
Duties and/or Interests: Wilderness management education; wilderness field education (undergraduate); continuing education wilderness management/LAC for managers; possible host of another National LAC Evaluation Workshop in 1993.

DENNIS DAILEY
District Ranger
U.S. Forest Service, Moose Creek RD, Nez Perce NF
Box 464
Grangeville, ID 83530
Work #: 208-983-2712
DG Address: D.DAILEY:R01F17A
Duties and/or Interests: Relationship of LAC to forest plan; LAC for resources other than recreation; forest plan, citizen involvement and budget process;

> "a little about a lot of things but not a lot about many things - jack of all trades from 16 years experience wilderness ranger through District Ranger"

CHRISTOPHER DEFOREST
Research Coordinator
School of Forest Resources, University of Georgia
Athens, GA 30602
Work #: 404-542-1011
FAX #: 404-542-8356
Duties and/or Interests: Research, writing and teaching on forest policy and economics; interested in working for USFS, starting next year.

CURTIS W. DENT
High Uintas Wilderness Task Force
P.O. Box 423
Richmond, UT 84333
Work #: 801-258-5080
Home #: 801-752-6780
Duties and/or Interests: Task force member - High Uintas Wilderness; wildlife in wilderness interest.

JAY DORR
Wilderness Ranger
U.S. Forest Service, Sawtooth NRA, Sawtooth NF
Star Route
Ketchum, ID 83340
Work #: 208-774-3576
DG Address: J.DORR:R04F14D04A
Duties and/or Interests: Trail maintenance/construction; wilderness and backcountry management; Sawtooth Wilderness; White Cloud-Boulder (wilderness study area); at the start of using LAC process.

INGRA DRAPER
Wilderness Ranger
U.S. Forest Service, Pinedale RD, Bridger-Teton NF
P.O. Box 220 - 210 West Pine
Pinedale, WY 82941
Work #: 307-367-4326
DG Address: I.DRAPER:R04F03D07A
Duties and/or Interests: Backcountry maintenance; have not started LAC process - need help in starting process.

JACK FISHER
Resource Assistant
U.S. Forest Service, Missoula RD, Lolo NF
Missoula, MT
Work #: 406-329-3962/FTS 585-3962
DG Address: J.FISHER:R01F16D03A or J.FISHER:R01F16A
Duties and/or Interests: Documentation (almost done with Rattlesnake); application to non-recreation (still developing).

FRED FLINT
U.S. Forest Service, Hungry Horse RD, Flathead NF
Box 340
Hungry Horse, MT 59919
Work #: 406-387-5243
DG Address: F.FLINT:R01F10D06A
Duties and/or Interests: Survivor of the Bob Marshall Planning Process!

KIM FOILES
U.S. Forest Service, Mountain View RD, Wasatch-Cache NF
Box 129
Mt. View, WY 82939
Work #: 307-782-7184
DG Address: K.FOILES:R04F19D05A
Duties and/or Interests: On third meeting of task force - have agreed on members, set sideboards, reiterated the Wilderness Act, roles of the task force, and the LAC process so everyone should be at the same level or stage of the game.

JUDITH FRASER
Wilderness Manager
U.S. Forest Service, Sula RD, Bitterroot NF
Clark's Camp Road
Sula, MT 59871
Work #: 406-821-3201
DG Address: J.FRASER:R01F03D03A
Duties and/or Interests: Networking; computerized data base for campsite data; have worked with indicators/ standards; heavily impacted, high use wilderness (Alpine Lakes); National Wilderness Field Advisory Group member.

TOM GIONET
Wilderness Ranger
U.S. Forest Service, West Fork RD, Bitterroot NF
Darby, MT
Work #: 406-821-3269
DG Address: W.RANGER:R01F03D04A
Duties and/or Interests: Completed final draft, beginning implementation; extensive experience in inventorying and monitoring, as well as organization of data and interpretation.

GENE HARDIN
U.S. Forest Service, Island Park RD, Targhee NF
Island Park, ID 83429
Work #: 208-558-7301
DG Address: G.HARDIN:R04F15D02A
Duties and/or Interests: Involved with Jedediah Smith Wilderness Plan, which is using a citizen task force with LAC process (5 month involvement).

KATHY HARDY
U.S. Forest Service, Buffalo RD, Bridger-Teton NF
Black Rock Ranger Station, P.O. Box 278
Moran, WY 83013
Work #: 307-543-2386
DG Address: K.HARDY:R04F03D06A
Duties and/or Interests: Will be starting LAC/WIS for Teton Wilderness; public involvement; education and public information; cultural resources; dispersed recreation/trails.

NICK HAZELBAKER
Wilderness Manager
U.S. Forest Service, Red River RD, Nez Perce NF
Elk City, ID 83525
Work #: 208-842-2255
DG Address: N.HAZELBAKER:R01F17D05A
Duties and/or Interests: Wilderness/trails; Frank Church--River of No Return; Gospel-Hump (have not started process for either yet).

FRAN HERBST
U.S. Forest Service, Truckee RD, Tahoe NF
P.O. Box 399
Truckee, CA 95734
Work #: 916-587-3558
DG Address: F.HERBST:R05F17D57A
Duties and/or Interests: Opportunity classes developed; presently struggling with standards.

MIKE HERTH
Recreation/Wilderness Staff Officer
U.S. Forest Service, Monongahela NF
200 Sycamore Street
Elkins, WV 26241
Work #: 304-636-1926/ FTS 923-5211
DG Address: M.HERTH:R09F21A
Duties and/or Interests: All aspects of wilderness management.

JO MARIE HILE
Wilderness Planner/Trails Specialist
U.S. Forest Service, ZigZag RD. Mt. Hood NF
70220 E. Hwy 26
ZigZag, OR 97049
Work #: 503-622-3191, ext. 625
DG Address: J.HILE:R06F06D09A
Duties and/or Interests: R-6 Master Performer for Wilderness Planning/Training Wilderness Rangers

DONALD HOFFMAN
Wilderness Ranger
U.S. Forest Service, Alpine RD, Apache-Sitgreaves NF
Box 469
Alpine, AZ 85920
Work #: 602-339-4384
DG Address: D.HOFFMAN:R03F01D01A
Duties and/or Interests: Planner for Mt. Baldy Wilderness, which is in inventory stage (small but heavily used high elevation wilderness).

RICK HUDSON
U.S. Forest Service, Jackson RD, Brodger-Teton NF
P.O. Box 1689
Jackson, WY 83001
Work #: 307-733-4755
DG Address: R.HUDSON:R04F03D04A
Duties and/or Interests: Fire management, concentrated outfitter-guide use, private land inholdings and associated problems; facilitation, meetings management.

BRAD L. HUNTER
U.S. Forest Service, Petersburg RD, Tongass-Sitkine Area NF
P.O. Box 1328
Petersburg, AK 99833
Work #: 907-772-3871
DG Address: B.HUNTER:R10F02D01A
Duties and/or Interests: Wilderness, cabins and trails manager; seakayak rangers, wetland trails, and glacier travel; first year for rangers, establishing baseline data to begin LAC/WIS; district successfully used extensive transactive involvement to create Recreation Action Plan.

KIRSTEN INGEBRIGTSEN
Dept. of Recreation Resources and LA, Colorado State University
Fort Collins, CO 80523
Work #: 303-491-6477
Duties and/or Interests: Teaching assistant on Wilderness Ecosystem; planning - attempting to produce a "generic," flexible WIS - looking at using both LAC, including NEPA documents/ outlined what should be included/ developed suggested matrices/ current research, literature review.

TIM JONES
Forest Recreation and Lands Staff
U.S. Forest Service, Challis NF
HC 63, Box 1671 HWY 93
Challis, ID 83226
Work #: 208-879-2285
DG Address: T.JONES:R04F06A
Duties and/or Interests: Experience with using a consensus team through present involvement as team leader for the Forest Travel Management Plan; previous experience as a Wilderness Manager and Wilderness Ranger.

GORDON KARLSON
BWCA Wilderness Planner
U.S. Forest Service, Superior NF
P.O. Box 338
Duluth, MN 55801
Work #: 218-720-5498
DG Address: G.KARLSON:R09F09A
Duties and/or Interests: Computer analysis of LAC indicators; facilitation; computer analysis of public input.

MARSHA KEARNEY
Regional Wilderness Specialist
U.S. Forest Service, Intermountain Region
324 25th Street
Ogden, UT 84401
Work #: 801-625-5171/ FTS 586-5171
DG Address: M.KEARNEY:R04A
Duties and/or Interests: All aspects of Wilderness and Wild and Scenic Rivers management.

ED KRUMPE
Dept. of Resource Recreation and Tourism, University of Idaho
Moscow, ID 83843
Work #: 208-885-7911
Duties and/or Interests: Outside facilitator for Hell's Canyon LAC which finished on April 29, 1991; expertise in indicators, monitoring, wilderness recreation impacts, public involvement and facilitation.

WENDY LABAHN
U.S. Forest Service, Philipsburg RD, Deerlodge NF
P.O. Box H
Philipsburg, MT 59858
Work #: 406-859-3211
DG Address: W.LABAHN:R01F09D03A
Duties and/or Interests: Just starting on LAC process to redo A-P Wilderness Plan (have gained line officer's support).

JAN LANGERMAN
U.S. Forest Service, Jackson RD, Bridger-Teton NF
P.O. Box 1689
Jackson, WY 83001
Work #: 307-733-4755
DG Address: J.LANGERMAN:R04F03D04A
Duties and/or Interests: River manager for Snake River - South Park Brige to Palisades Reservoir; have used LAC to evaluate special use applications - "Recreation Use Limits" developed by Lois Ziemann 1989; looking at using LAC to rewrite/update Snake River Management Plan when river is designated (pending).

POLLY LONG
Recreation Planner
U.S. Forest Service, Questa RD, Carson NF
Box 110
Questa, NM 87556
Work #: 505-586-0520
DG Address: P.LONG:R03F02D07A
Duties and/or Interests: Just started LAC process ; have finished issues/concerns and opportunity classes; small wilderness - 20,000 acres; need help on indicators and inventory.

EVAN K. LOWRY
U.S. Forest Service, Monticello RD, Manti-LaSal NF
P.O. Box 820
Monticello, UT 84535
Work #: 801-587-2041
DG Address: E.LOWRY:R04F10D05A
Duties and/or Interests: Just beginning LAC process for Dark Canyon Wilderness; acted as facilitator for LAC-type process for travel management.

SUSAN MARSH
Forest Recreation and Wilderness Staff
U.S. Forest Service, Bridger-Teton NF
P.O. Box 1888
Jackson, WY 83001
Work #: 307-733-2752
DG Address: S.MARSH:R04F03A
Duties and/or Interests: Wilderness education, no-trace; wilderness management planning; campsite, disturbed site rehab.; Wild and Scenic River planning; chocolate cheesecake (YES!!!!!!!); LAC status - done with allocation through Forest Plan, need to refine and verify, add standards (starting in October willhave PFT zone wilderness coordinator and will attempt to do all three wilderness plans at once!!!).

LAURIE MATTHEWS
Dept. of Resource Recreation and Tourism, University of Idaho
Moscow, ID 83843
Work #: 208-885-7911
Duties and/or Interests: Developing public information and education plan for FC--RONR Wilderness - utilizing scoping process for public identification of information needs, issues and concerns.

LYNN McCOY
Dept. of Resource Recreation and Tourism, University of Idaho
Moscow, ID 83843
Work #: 208-885-7911
Duties and/or Interests: Co-facilitated LAC task force for Hells Canyon NRA, task force completed process 4/91; thesis topic - current status of the application of LAC based planning (have info on LAC in WA, OR, ID, MT, WY, CO).

WALLACE McCRAY
U.S. Forest Service, Sierra NF
1600 Tollhouse Road
Clovis, CA
Work #: 209-487-5443
DG Address: W.MCCRAY:R05F15A
Duties and/or Interests: Writer, editor, facilitation, graphics; project leader of two completed WSR/JEIS projects using both NEPA and LAC planning systems resulting in a record of decision (ROD); facilitated (taught, coordinated) one LAC section; planner (landscape architect) for 30 years experience.

LINDA MERIGLIANO
Bridger-Teton National Forest
P.O. Box 1888
Jackson, WY 83001
Work#: 307-739-5597
DG Address: L.Merigliano:r04f03a
Duties and/or Interests: Finishing task force meetings (Jedediah Smith Wilderness); starting NEPA document; public involvement; non-recreation issues.

DAVID MERMEJO
U.S. Forest Service, Ruby Mountains RD, Humboldt NF
P.O. Box 246
Wells, NV 89835
Work #: 702-752-3357
DG Address: D.MERMEJO:R04F09D02A
Duties and/or Interests: Just starting LAC process - could use some help in all areas.

STEVE MORTON
Regional Wilderness Specialist
U.S. Forest Service, Northern Region
P.O. Box 7669
Missoula, MT 59807
Work #: 406-329-3522/FTS 585-3522
DG Address: S.MORTON:R01A
Duties and/or Interests: A variety of experiences with LAC and Forest Planning and NEPA.

LARRY MULLINS
U.S. Forest Service, Wayne-Hoosier NF
811 Constitution Avenue
Bedford, IN
Work #: 812-275-5987
DG Address: L.MULLINS:R09F11A
Duties and/or Interests: Cave management; dispersed recreation; wild & scenic rivers,; wilderness management; trails (particularly wetland trails).

JOHN NEELING
U.S. Forest Service, Carson RD, Toiyabe NF
1536 S. Carson St.
Carson City, NV 89701
Work #: 702-882-2766
DG Address: J.NEELING:R04F17D01A
Duties and/or Interests: Just beginning LAC Process

ANDY NORMAN
U.S. Forest Service, Bridger-Teton NF
P.O. Box 1888
Jackson, WY 83001
Work #: 307-739-5571
DG Address: A.NORMAN:R04F03A
Duties and/or Interests: Wilderness Fire Management Planning

LIZ OSWALD
U.S. Forest Service, Wind River RD, Shoshone NF
P.O. Box 186
Dubois, WY 82513
Work #: 307-455-2466
DG Address: L.OSWALD:R02F14D05A
Duties and/or Interests: About to hold first task force meeting, Fitzpatrick WIS.

GARRY OYE
U.S. Forest Service, Mt. Shasta RD, Shasta-Trinity NF
204 W. Alma St.
Mt. Shasta, CA 96067
Work #: 916-926-4511
DG Address: G.OYE:R05F14D59A
Duties and/or Interests: Utilized LAC in EIS for Mt. Shasta Wilderness, final due out 6/91; utilized ARCINFO GIS planning.

TODD PARKER
Wilderness Ranger, Graduate student (U. of Washington)
U.S. Forest Service, Quilcene RD, Olympic NF
P.O. Box 280
Quilcene, WA 98376
Work #: 206-765-3368
DG Address: T.PARKER:R06F09D01A
Duties and/or Interests: Research paper focuses on, among other things, the scope of LAC, the range of indicators used, the ability to monitor, and barriers to managing for non-recreational concerns.

TOM PATTEN
U.S. Forest Service, Intermountain Region
324 25th Street
Ogden, UT 84401
Work #: 801-625-1911/FTS 586-1911
DG Address: T.PATTEN:R04A
Duties and/or Interests: Wilderness Fire Planning

RANDY PETERSON
U.S. Forest Service, Mt. St. Helens NVM, Gifford Pinchot NF
Route 1, Box 369
Amboy, WA 98601
Work #: 206-247-5473
DG Address: R.PETERSON:R06F03D01A
Duties and/or Interests: Recreation planning - facilities/trails, area planning.

LARRY N. PHILLIPS
Regional Wilderness Specialist
U.S. Forest Service, Southeastern Region
1720 Peachtree Rd. NW
Atlanta, GA 30367
Work #: 404-347-4278/FTS 257-4278
DG Address: L.PHILLIPS:R08B
Duties and/or Interests: Effective LAC training workshops

REMY H. POCHELON
U.S. Forest Service, Swan Lake RD, Flathead NF
P.O. Box 370
Bigfork, MT 59911
Work #: 406-837-3820
DG Address: R.POCHELON:R01F10D01A
Duties and/or Interests: Still operating under old Forest Plan direction which says to complete Forest Plan amendment for wilderness management using LAC process; have not started yet - but hope to in a year or two; Mission Mountains Wilderness - border a tribal wilderness and hope to apply process to entire system - any suggestions?

DAVE REDMAN
U.S. Forest Service, Mt. Baker-Snoqualmie NF
21905 64th Ave. W.
Mountlake Terrace, WA 98043
Work #: 206-744-3274
DG Address: D.REDMAN:R06F05A
Duties and/or Interests: Forest has implemented the LAC process thru the Forest Plan (recently published); currently involved in monitoring against standards (updating base-line data); developing wilderness impacts data-base within the GIS system; on verge of using LAC process on Wild and Scenic Rivers; currently working on two EIS's dealing with wilderness: examining reducing the use to comply with LAC standards in Alpine Lakes Wilderness and setting guidelines for climbing use on Mt. Baker.

RODGER RENSTROM
U.S. Forest Service, Salt Lake RD, Wasatch-Cache NF
6944 South 3000 East
Salt Lake City, UT 84122
Work #: 801-524-5042
DG Address: R.RENSTROM:R04F19D01A
Duties and/or Interests: Urban wilderness - early stages of wilderness education; education efforts dealing with an urban wilderness (1 million population within one hour).

BILL REYNOLDS
U.S. Forest Service, Kenton RD, Ottawa NF
Kenton, MI 49943
Work #: 906-852-3500
DG Address: B.REYNOLDS:R09F07D04A
Duties and/or Interests: Have completed two wilderness plans with implementation schedules; knowledgable about LAC/NEPA/IRM coordintation; successful at ID team (task force) formulation and management.

DAN RITTER
U.S. Forest Service, Lander RD, Shoshone NF
600 N. Highway 287
Lander, WY 82520
Work #: 307-332-5460
DG Address: D.RITTER:R02F14D05A
Duties and/or Interests: Task force ongoing - WIS written; campsite inventory and monitoring program designed for volunteer groups; member of national wilderness planning task force.

RON RUTLEDGE
PhD candidate in Wildland Conservation and Recreation Resources Program
University of British Columbia, Faculty of Forestry
270-2357 Main Mall
Vancouver, B.C. Canada V6T1W5
Work #: 604-822-5092
Duties and/or Interests: Research interest - a pilot study to determine the effectiveness and utility of the LAC planning system for wilderness area planning and management in British Columbia; wilderness recreation use, user inventories, biophysical and social condition monitoring.

ALAN SCHMIERER
Wilderness Forester
National Park Service, Division of Natural Resources and Research
Western Regional Office
600 Harrison St., Suite 600
San Francisco, CA 94107
Work #: 415-744-3955
Duties and/or Interests: Ability to objectively appraise pros and cons of LAC (since NPS has no servicewide LAC program); interested in reviewing the variety of LAC initiatives in different USFS regions and forests.

RUTH SCOTT
Resource Management Specialist
National Park Service, Olympic National Park
600 E. Park Ave.
Port Angeles, WA 98362
Work #: 206-452-4501
Duties and/or Interests: 875,000 acre Wilderness (95% of Olympic National Park); have almost completed wilderness management plan using LAC; developed in conjunction with Olympic NF wilderness management planning effort - in close cooperation/coordination; monitoring program well developed for resource and social conditions; management actions: we have a successful wilderness revegetation program which includes propagation and transplanting.

TOM SCOTT
Forest Wilderness Coordinator/Archeologist
U.S. Forest Service, Wasatch-Cache NF
125 S. State
Salt Lake City, UT 84138
Work #: 801-524-6333/FTS 588-6333
DG Address: T.SCOTT:R04F19A
Duties and/or Interests: The Wasatch-Cache NF is currently undertaking LAC in different forms and stages for 7 different Wildernesses; may be able to help in advising the scope or scale of process which is appropriate for the size/complexity of problem you are coping with; can help with task force development ideas, archeology/ cultural resource considerations in wilderness planning, newsletter/mailing list development, Forest Plan/NEPA/ NFMA relationship.

GLENN SEABERG
Resource Assistant
U.S. Forest Service, Cobalt RD, Salmon NF
P.O. Box 729
Salmon, ID 83467
Work #: 208-756-2240
DG Address: G.SEABERG:R04F13A
Duties and/or Interests: Frank Church--River of No Return Management Plan needs revision; beginning LAC process; issues include grazing allotments and recreational use, outfitter and guide use.

GAYNE SEARS
U.S. Forest Service, Roosevelt RD, Ashley NF
244 W. Hwy. 40 (333-6)
Roosevelt, UT 84066
Work #: 801-722-5018
DG Address: G.SEARS:R04F01D03A
Duties and/or Interests: As a member of the LAC staff for the High Uintas Wilderness, we are directed by our Forest Plans (Ashley and Wasatch-Cache) to use LAC to complete the Wilderness Action Plan; have initiated a task force of 20 people and use an interdisciplinary team as technical advisory/review group; skills and interests are in group dynamics and public education and information for facilitating better decisions; we produce a newsletter available to all.

DICK SHAFER
Professor, Nittany Lion fan!, Pennsylvania State University
Room 20, Henderson Bldg.
University Park, PA 16802
Work #: 814-865-7128
Duties and/or Interests: 20+ years experience in recreation/wilderness research for USDA Forest Service; research publication topics include: aesthetics, demand/supply models, environmental planning, multiple use management, decision models, negotiation techniques, survey methodology; presently teach graduate courses in research methods, advanced statistics, management and planning.

MOSE SHRUM
U.S. Forest Service, Sawtooth NRA, Sawtooth NF
Star Route
Ketchum, ID 83340
Work #: 208-726-7672
DG Address: M.SHRUM:R04F14D04A
Duties and/or Interests: Trail maintenance and construction; special uses - outfitters and guides; at session to learn more about LAC process.

BRYANT SMITH
U.S. Forest Service, Douglas RD, Coronado NF
Rt. 1, Box 228R
Douglas, AZ 85607
Work #: 602-364-3468
DG Address: B.SMITH:R03F05D01A
Duties and/or Interests: Field work - Wild and Scenic Rivers, wilderness, dispersed/backcountry state parks; BA - social sciences; graduate school work - wildland recreation management; project leader - Chiricahua Wilderness Implementation Schedule.

DENNIS B. SMITH
U.S. Forest Service, Buffalo RD, Bridger-Teton NF
Blackrock Ranger Station
Box 278
Moran, WY 83013
Work #: 307-543-2386
DG Address: D.SMITH:R04F03D06A
Duties and/or Interests: New to the LAC Process.

BILL SOBIERALSKI
U.S. Forest Service, North Bend RD, Mt. Baker-Snoqualmie NF
42404 S.E. North Bend Way
North Bend, WA 98045
Work #: 206-888-1421
DG Address: B.SOBIERALSKI:R06F05D05A
Duties and/or Interests: 13 years experience wilderness ranger, wilderness coordinator; wilderness monitoring; managing high-use wilderness; LAC; wilderness restoration.

JERRY STOKES
National Leader for Wilderness Planning
USDA Forest Service, Washington Office P.O. Box 96090
Washington, D.C. 20090-6090
DG Address: G.STOKES:W01C
Duties and/or Interests: Initiated and led Bob Marshall Wilderness Complex LAC process to draft management direction stage.

TOM STREIT
U.S. Forest Service, Sawtooth NRA, Sawtooth NF
Star Route
Ketchum, ID 83340
Work #: 208-726-8291
DG Address: T.STREIT:R04F14D04A
Duties and/or Interests: Planning to start LAC process soon.

REBECCA TALBOTT
U.S. Forest Service, Buffalo RD, Bridger-Teton NF
P.O. Box 278
Moran, WY 83013
Work #: 307-543-2386
DG Address: R.TALBOTT:R04F03D06A
Duties and/or Interests: Teton Wilderness trailhead interpretive signs (contact); LAC for Teton Wilderness in initial stages; inventory of campsites and range conditions to be completed Summer '91; user survey 1990 (expanded being conducted 1991); task group formation - up and coming!

KIMBERLY E. SCHLENKER
Recreation/Wilderness Staff Assistant
U.S. Forest Service, Gallatin NF
P.O. Box 130
Bozeman, MT 59771
Work #: 406-587-6743/ FTS 585-4743
Duties and/or Interests: LAC leader for the Absaroka Beartooth and Lee Metcalf Wildernesses; task force member on Beartrap process; the process has not been started on Forest - projected start date of 1992; trying to get going.....

LISA THERRELL
Selway-Bitterroot Wilderness Coordinator
U.S. Forest Service, Moose Creek RD, Nez Perce NF
P.O. Box 104
Grangeville, ID 83530-0104
Work #: 208-983-2712
DG Address: L.THERRELL:R01F17A
Duties and/or Interests: Coordinated/facilitated planning for wilderness - recreation, trails and airfields management; currently being incorporated into forest plans; planning for other wilderness resources underway (1991 - wildlife, fisheries and vegetation); keywords - task force, consensus, facilitator, wilderness multi-resource planning, WIS, public involvement strategies, agency credibility.

SUSAN THOMAS
P.O. Box 848
Wilson, WY 83014

MARTIN VIDAK
Wilderness Ranger
U.S. Forest Service, Chelan RD, Wenatchee NF
Lake Chelan, WA
Work #: 509-682-2576
DG Address: M.VIDAK:R06F17D02A
Duties and/or Interests: Experience has mainly been with choosing LAC indicators (physical and social) and the collection of data on these indicators in the field (monitoring and inventory).

DON VOGEL
U.S. Forest Service, Salt Lake RD, Wasatch-Cache NF
6944 South 3000 East
Salt Lake City, UT 84122
Work #: 801-524-5042
DG Address: D.VOGEL:R04F19D01A
Duties and/or Interests: Dealing with public/ special interest groups; not losing sight of the "BIG" alligator (the resource).

TOM WAGNER
U.S. Forest Service, Darby RD, Bitterroot NF
Darby, MT
Work #: 406-821-3913
DG Address: T.WAGNER:R01F03D02A
Duties and/or Interests: Just beginning work on 3 wildernesses in NV and California; working through WIS and LAC process; issues - urban wilderness, fire, range, recreation use; other skills - trained TQM facilitator and problem solving instructor; will also be beginning a Wild and Scenic River suitability study on the East Fork of Carson River.

GEORGE N. WALLACE
Professor, Colorado State University
Room 238, Forestry
Ft. Collins, CO 80523
Work #: 303-491-5165
FAX #: 303-491-2255
Duties and/or Interests: Wilderness, wildland management, public involvement, resource interpretation, impacts to wildlands; research - National, International.

ALAN WATSON
U.S. Forest Service, Forestry Sciences Lab
Box 8089
Missoula, MT 59807
Work #: 406-721-5694/ FTS 585-3485
DG Address: A.WATSON:S22L01A
Duties and/or Interests: Visitor preferences, selecting indicators of social conditions and perceptions of naturalness, setting standards, monitoring social conditions.

JIM WHITE
U.S. Forest Service, Salt Lake RD, Wasatch-Cache NF
6944 S. 3000 East
Salt Lake City, UT 84124
Work #: 801-524-5042
DG Address: R04F19D01A
Duties and/or Interests: Extensive experience with using and analyzing the Cole LAC inventory form; extensive experience developing action plans, i.e. scheduling tasks, establishing increments and priorities, etc.

KATHLEEN WILLIAMS
Outdoor Recreation Planner
U.S. Forest Service, Clackamas RD, Mt. Hood NF
Estacada, OR
Work #: 503-630-4256
DG Address: K.WILLIAMS:R06F06D03A
Duties and/or Interests: Stage in process - determining how to adapt LAC to Clackamas Wild and Scenic River Plan; challenges - accommodating high projected increase in recreation demand, scale of future development, "urban" forest, 47-mile diverse and dynamic corridor activities/resources/settings; enhancing economic stability of local communities; specialties - recreation, economic impact, background in community planning, WSR, instream flow.

DAVE WOLF
State of Nevada Wilderness Coordinator
Bureau of Land Management, Nevada State Office
P.O. Box 12000
850 Harvard Way
Reno, NV 89520-0006
Work #: 702-785-6481/ FTS 469-6481
Duties and/or Interests: All aspects of wilderness management

KENNETH T. WOTRING
Frank Church–River of No Return Wilderness (FC–RONRW) Coordinator
U.S. Forest Service, FC–RONRW, Salmon NF
P.O. Box 729
Salmon, ID 83467
Work #: 208-756-5131
DG Address: K.WOTRING:R04F13A
Duties and/or Interests: LAC status - efforts sporadic to date; '91 - will do prework and develop strategy for LAC process this year; '92 - funding requested for centralized and coordinated LAC effort, will hire LAC coordinator or wilderness specialist to run process if funded; expertise - have worked on LAC on Superior NF (including public involvement, setting indicators, working with university to set social parameters), considerable experience in public involvement with controversial projects (building consent outside of task force).

JEFF YEO
Wilderness Research Center, Dept. of Fish and Wildlife Resources
University of Idaho
Moscow, ID 83843
Work #: 208-885-5779
or
Taylor Ranch Wilderness Field Station
HC-83
Cascade, ID 83611
Work #: 208-382-4336

LOIS ZIEMANN
U.S. Forest Service, Jackson RD, Bridger-Teton NF
P.O. Box 1689
Jackson, WY 83001
Work #: 307-733-4755
DG Address: L.ZIEMANN:R04F03D04A
Duties and/or Interests: Intend to start wilderness management planning process in Fall, 1991; probable issues will include outfitters and guides, increasing use, grazing, poor trail conditions, fire management and horse use; skills/interests - non-recreational values of wilderness, outfitter and guide use, wilderness education.